WELCOME!

Savannah State University
September 8-9, 2014
Refundable Dining Dollars: The Memphis Model

David Mitchell – Columbus State University
Victoria Hanson – Georgia Gwinnett College
Commuter Students: The Evasive Demographic

• In 2008 the University of Memphis knew they had a problem getting and keeping commuter students engaged in campus life
  - Socially
  - Academically
  - Student activities

• Commuter student retention was a problem

• At the time the student population was 22,000
  - 19,500 commuters
  - 2,500 residents
  - 1,750 meal plans sold (no mandatory requirement)

• They decided to take a novel approach
Refundable Mandatory Declining Balance

- Require all full time undergraduate students to purchase a small dining plan

- Program Goals:
  - Increase engagement with commuter students by encouraging socialization during meal times
  - Lower the financial impact on the individual student
  - Include all dining facilities for use (dining hall, food court, vending, bookstore coffee shop)
  - Generate an increased financial return to remodel dining hall
  - Refund unused portion to each student at end of semester
“Dining Dollars” Implementation

U. of M. Approach to Approval

- Focus groups: Adult Students, Commuter Students, SGA, residents, Business and Finance Staff, Athletics, Financial Aid, Scholarships

- President’s Council

- Regent’s Approval

- Three year roll out strategy
Memphis DB Process

1. UM places charge on student’s account at outset of semester

2. 8 – 9 days prior to end each semester, each student is asked if they would like a refund
   - If so, they are issued a check
   - If not, at end Fall, the funds roll over to the next semester
   - At end Spring, if not, funds roll into student’s “Tiger Funds” and can be used as any debit card at any location on or off campus

3. Implemented over three years
   - First to Frosh & Sophomores
   - Then to Juniors
   - Finally to Seniors
The Results

1. Significant increase in student satisfaction as measured by surveys
2. 97% of full time undergraduates are dining at the university
3. Only 3% of students receive a full refund
4. Just 12% of all plans receive a partial refund
5. The average refund is 8%-10% of the plan price – *plans are being used*
6. Qualitatively: “there has been a positive impact on campus community and culture”
7. *Retention has grown 6%*
Additional Benefits:

1. Campus Goal: Sense of Place
   - Academic Locations
   - On campus competition for Dining Dollars
   - Improved Locations

2. Minimal Complaints
   - Year 1: < 100 complaints from 5600 students
   - Year 2: < 36 complaints from 7900 students
   - Year 3: Just 3 complaints from 15,000 students

3. SGA Focus on Increasing Dining Dollars
   - For Fall ‘14 SGA asked to increase from $300 to $400
   - Students saw they were running out too fast
   - Settled on $350
## Commuter Satisfaction Surveys

<table>
<thead>
<tr>
<th></th>
<th>Fall 2008 (Pre DB)</th>
<th></th>
<th></th>
<th>Fall 2009 (First Year)</th>
<th></th>
<th></th>
<th>Fall 2010 (Second Year)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall experience</td>
<td>32%</td>
<td>63%</td>
<td>5%</td>
<td>42%</td>
<td>53%</td>
<td>5%</td>
<td>51%</td>
<td>44%</td>
<td>4%</td>
</tr>
<tr>
<td>Hours of operation</td>
<td>38%</td>
<td>53%</td>
<td>9%</td>
<td>47%</td>
<td>47%</td>
<td>6%</td>
<td>55%</td>
<td>39%</td>
<td>6%</td>
</tr>
<tr>
<td>Speed of service</td>
<td>30%</td>
<td>61%</td>
<td>10%</td>
<td>37%</td>
<td>55%</td>
<td>8%</td>
<td>44%</td>
<td>48%</td>
<td>8%</td>
</tr>
<tr>
<td>Convenience</td>
<td>50%</td>
<td>46%</td>
<td>3%</td>
<td>54%</td>
<td>43%</td>
<td>3%</td>
<td>63%</td>
<td>34%</td>
<td>2%</td>
</tr>
<tr>
<td>Food variety</td>
<td>33%</td>
<td>55%</td>
<td>12%</td>
<td>38%</td>
<td>54%</td>
<td>8%</td>
<td>41%</td>
<td>49%</td>
<td>10%</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>38%</td>
<td>57%</td>
<td>6%</td>
<td>49%</td>
<td>49%</td>
<td>3%</td>
<td>61%</td>
<td>34%</td>
<td>5%</td>
</tr>
<tr>
<td>Food quality</td>
<td>36%</td>
<td>59%</td>
<td>6%</td>
<td>43%</td>
<td>53%</td>
<td>5%</td>
<td>48%</td>
<td>47%</td>
<td>5%</td>
</tr>
<tr>
<td>Freshness of food</td>
<td>36%</td>
<td>58%</td>
<td>6%</td>
<td>45%</td>
<td>50%</td>
<td>5%</td>
<td>54%</td>
<td>41%</td>
<td>6%</td>
</tr>
<tr>
<td>Price / value</td>
<td>10%</td>
<td>66%</td>
<td>24%</td>
<td>16%</td>
<td>63%</td>
<td>20%</td>
<td>25%</td>
<td>57%</td>
<td>18%</td>
</tr>
<tr>
<td>Availability of vegetarian options</td>
<td>22%</td>
<td>67%</td>
<td>12%</td>
<td>28%</td>
<td>62%</td>
<td></td>
<td>36%</td>
<td>53%</td>
<td>11%</td>
</tr>
<tr>
<td>Place to socialize</td>
<td>46%</td>
<td>49%</td>
<td>5%</td>
<td>49%</td>
<td>45%</td>
<td>6%</td>
<td>60%</td>
<td>34%</td>
<td>5%</td>
</tr>
<tr>
<td>Comfortable and fun dining atmosphere</td>
<td>36%</td>
<td>57%</td>
<td>7%</td>
<td>42%</td>
<td>51%</td>
<td>7%</td>
<td>53%</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>Knowledgeable / helpful dining staff</td>
<td>31%</td>
<td>58%</td>
<td>11%</td>
<td>37%</td>
<td>55%</td>
<td>8%</td>
<td>47%</td>
<td>45%</td>
<td>8%</td>
</tr>
<tr>
<td>Welcoming / friendly dining staff</td>
<td>35%</td>
<td>55%</td>
<td>11%</td>
<td>43%</td>
<td>49%</td>
<td>8%</td>
<td>53%</td>
<td>40%</td>
<td>8%</td>
</tr>
<tr>
<td>Availability of healthy options</td>
<td>27%</td>
<td>65%</td>
<td>8%</td>
<td>36%</td>
<td>55%</td>
<td>9%</td>
<td>41%</td>
<td>48%</td>
<td>11%</td>
</tr>
<tr>
<td>Availability of nutrition information</td>
<td>19%</td>
<td>67%</td>
<td>14%</td>
<td>24%</td>
<td>62%</td>
<td>14%</td>
<td>32%</td>
<td>55%</td>
<td>13%</td>
</tr>
<tr>
<td>Affordability</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>18%</td>
<td>62%</td>
<td>20%</td>
<td>26%</td>
<td>56%</td>
<td>18%</td>
</tr>
</tbody>
</table>
Key Indicators

Graph showing trends in various factors:
- Convenience
- Place to socialize
- Comfortable and fun dining atmosphere
- Overall experience
- Speed of service
- Price / value
- Affordability

Factors are compared across three time periods: Pre DB, 1st Fall, and 2nd Fall.
USG Institutions

1. Kennesaw & Coastal went to non-refundable mandatory plans about 5 years ago
   – Negative BOR reaction – considered it a fee

2. Others considering refundable DB
   - North Georgia
   - Clayton State

3. GA Gwinnett
Steps to Implementing Mandatory DB

Have a Need

- High dissatisfaction rate with dining from students, faculty and staff (venues, service)
- Lower the financial impact on the individual student – 650 residents and 4000 freshman supporting the Dining operation yet 10,000 students
- Upgrade all dining to change perceptions, culture and community
- Generate an increased financial return to contribute to the campus
- Refund unused portion to each student at end of year
- Increase engagement with commuter students by encouraging socialization during meal times
Student Survey

11 Questions

• Are you a current resident?
• What is your current class year?
• How far away do you live?
• Are you under 30 credits?
• If there were expanded options in the Dining Hall would you be more inclined to use your Meal Plan there?
• Would you use your Meal Plan more if you had options such as Chic-Fil-A, Subway, Dunkin Donuts or Einstein's?
• Please rank your preferences for retail venues from 1-6
• Please any other retail options that you would like to see at GGC?
• Knowing that you do not get your munch money back if you do not use it on current meal plans, would you want a plan where you could receive your money back if not used?
• You do not pay sales tax on current meal plans. Would you still want to get your money back if unused if you had to pay sales tax on each transaction?
• Would you value using your Claw Card off campus?
• If you could use your claw card off campus, where would you use your card?
Additional Info

– SGA approved the plan – recommended all
– Not Tiered
– BOR approved – Needs metrics
– Credit hour approach
– Fee, but not a Policy
– Wrote an open RFP

Example:

Offeror is required to make an initial capital investment to begin on the effective date of the contract. The investment will be used exclusively for the construction/renovation of food service facilities and purchase of food service equipment. The application of any capital investment funds from Offeror will be determined jointly by the Offeror and the Director of Auxiliary Services. Please describe how you will meet this requirement and provide examples of proposed construction/renovations. DO NOT include cost in this section.

GGC desires to implement a refundable meal plan model. Please describe how you would meet this requirement and provide examples of current operations meeting a similar requirement.
## The Commuter Plans

<table>
<thead>
<tr>
<th>Block, Munch Money &amp; Dining Dollars Plans</th>
<th>Total Price per Semester</th>
<th>Plan Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commuter Meal Plan Fresh Access (all freshmen)</td>
<td>$240</td>
<td>Commuter students with less than 30 credit hours receive 15 Block meals in the Dining Hall and $100 in Munch Money per semester.</td>
</tr>
<tr>
<td>Commuter Meal Plan 240 (sophomores)</td>
<td>$240</td>
<td>Commuter students with 31 – 60 credit hours receive $240 in Dining Dollars per semester.</td>
</tr>
<tr>
<td>Commuter Meal Plan 150 (juniors and seniors)</td>
<td>$150</td>
<td>Commuter students with over 61 credit hours receive $150 in Dining Dollars per semester.</td>
</tr>
<tr>
<td>Commuter Meal Plan 120 (sophomores)*</td>
<td>$120</td>
<td>(less than 6 credit hours) commuter students with 31 – 60 credit hours receive $120 in Dining Dollars per semester.</td>
</tr>
<tr>
<td>Commuter Meal Plan 75 (juniors and seniors)*</td>
<td>$75</td>
<td>(less than 6 credit hours) commuter students with over 61 credit hours receive $75 in Dining Dollars per semester.</td>
</tr>
<tr>
<td>Dining Dollar ADD-ON: (any amount added onto your Claw Card to be used only for food venues)</td>
<td>Any Amount</td>
<td>Any plans may add Dining Dollars to their card</td>
</tr>
</tbody>
</table>
The Rules

Munch Money
• Tax exempt
• Munch Money will roll over from fall to spring semester and spring to summer semester. During the summer semester, any unused munch money will expire after final exams when resident students are required to vacate the residence halls.
• Non refundable

Dining Dollars
• Not tax exempt and are subject to sales tax at the point of sale.
• Dining Dollars will roll over from semester to semester and from year to year until they are no longer a student. Once they are no longer a student, the dollars are applied back to the your Banner account and are returned if there is no outstanding balance owed to the College for tuition, fees or fines.
• Eligible for refund upon request at the end of the academic year, usually the day after the last summer session final exam.
# Results

<table>
<thead>
<tr>
<th></th>
<th>Date Range</th>
<th>Dining Dollars</th>
<th>Munch Money</th>
<th>Cave Cash</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Available Balance</td>
<td></td>
<td>$1,008,576.24</td>
<td>$578,761.06</td>
<td>$133,799.77</td>
<td>$1,721,137.07</td>
</tr>
<tr>
<td>Black Board Remaining</td>
<td>8.13.14- 9.3.14</td>
<td>$856,317.12</td>
<td>$417,110.16</td>
<td>$73,249.67</td>
<td>$1,346,676.95</td>
</tr>
</tbody>
</table>
Effects

• Increased student satisfaction
• Increased faculty/staff/student interactions
• Greater community
• Students using money...too fast
• Lines – Lots of Lines
• Increased MP appeals
• Lots O’ Garbage
• Eating Education
Recommendations

• Do your homework. Get buy in from all constituents
• Be your campus expert, know your campus
• Have a strong Dining Manager
• Have a reload program and be ready to implement early
• Learn from Disney’s line management
• Increased MP appeals – be consistent – understand who will appeal
• Have a trash plan – sustainable, recycling
• Do not open 5 new venues in two and a half months at the same time

Questions
Digital Campus Communications Initiative

Due to speculative and investigative content, the following report is for viewing only by members of the internal Georgia Tech community (not for external distribution). It contains proprietary data of a strategic business nature and is to be used only for internal education and planning purposes.
Mission Statement

As a national higher education thought leader, the Georgia Institute of Technology is exploring the addition of an integrated and complex digital communications system that would allow us to deliver campus-wide, real-time content to students, alumni, faculty, staff, and visitors using LED signs across a broad array of campus venues, including

- buildings
- parking lot entrances
- interactive kiosks
- interiors of buildings and elevators
- buses and trolleys
- bus shelters
- more

Additionally, messaging will be pushed out to hand-held devices and computers via apps, web sites, and opt-in email.
Core Goals of the Digital Campus Communications Initiative

PRIMARY GOALS

- Security and Emergency Preparedness
- Campus Alerts and Event Programming
- Consistency of Tech Brand Messaging
- Visitor Welcome and Staff Reminders
- Corporate Partner and Advertiser Platform
Digital Content Benefits

- Security and weather alerts
- Campus event and topical messages
- Campus wayfinding signs
- Athletic event promotions
- Graduate school program promotion ("advertainment")
- Success stories designed to instill pride in the institution and encourage investment participation
- News as it breaks locally or nationally
- Staff training resource reminders
-Corporate recruitment messaging
- Corporate partnership/sponsorship
- General Georgia Tech branding elements
- Measurable data collection from interactive kiosks
Key Georgia Tech Stakeholders

Academic Affairs  Colleges and Schools  Housing
Administration  Enrollment Services  Human Resources
Alumni Association  Facilities  Information Technology
Athletics  Georgia Tech Foundation  Institute Communications
Campus Recreation Center  Georgia Tech Police  Legal Affairs
Capital Planning & Space Management  Georgia Tech Research Institute  SGA
Career Services  Grad/Undergrad Students  Student Affairs

For internal Georgia Tech use only

DISCOVER  CONNECT  SHARE

For internal Georgia Tech use only
Examples

Wireless Hotspot
32 Inch Digital Display
STB / Video Camera
Speakers & Microphone
55 Inch Interactive Digital Display
Barcode Scanner
Credit Card Reader

WIN TICKETS!
TOUCH HERE TO ENTER

A Leading Technology and Research University

72 Inch Outdoor/75 Inch Indoor Interactive Digital Display
*All unit formats (indoor & outdoor) include same hardware and software features

For internal Georgia Tech use only
Examples
Examples
Before and After Examples

EXISTING MESSAGING BOARD

DYNAMIC MESSAGING BOARD

EXISTING

PROPOSED

EXISTING

PROPOSED
Your Department’s Needs and Goals

- Discussion of department communication goals and how the Digital Campus Communications Initiative can support those goals.

- What are the key areas of communication or messages that you can envision most benefitting your department via the Digital Campus Communications Initiative?
Campus Video and Text Programming Checklist

- Life and career improvement training resources offered to staff and students at www.training.gatech.edu/courses
- TechWorks website usage tips
- Georgia Tech Daily Digest news snippets
- Georgia Tech traditions at www.livinghistory.gatech.edu
- Security and emergency preparedness reminders
- Food Service/Dining Hall current menus and promotions
- Alumni Association news and event updates
- Campus visitor welcome announcement series
- Georgia Tech success vignettes ("We can do that")
- Event schedule reminders
George P. Burdell
“Now, it’s our time. It’s our vision, and it’s up to us to make it happen. Not just for Georgia Tech, but for our state, our nation, and our world. Working together, we can do anything. This is, after all, Georgia Tech.”

**Goal 1:** Be Among the Most Highly Respected Technology-Focused Learning Institutions in the World

**Goal 2:** Sustain and Enhance Excellence in Scholarship and Research

**Goal 3:** Ensure That Innovation, Entrepreneurship, and Public Service Are Fundamental Characteristics of Our Graduates

**Goal 4:** Expand Our Global Footprint and Influence to Ensure That We Are Graduating Good Global Citizens

**Goal 5:** Relentlessly Pursue Institutional Effectiveness
Programing Conferences

Streamlining logistics to meet Auxiliary and campus needs
Introduction

• Link to Video
Conference Overview

• The UWG Summer Conference Program hosts 10-12,000+ visitors to campus each year
• 40-50 events from May-August
  – Single day to 8 week long programs
  – Groups as small as 4-8 and as large as 1,500-1,600
• Gross Revenues from $850,000-$1.2m each year
Historical Management

• Conference Management runs through Auxiliary Services
  – Coordination of Meal times/Housing assignments
  – Venue Reservations
  – Communication with all campus departments

• How did we manage it?.....
Week: 3
Conference Name: UCA/UDA Cheer Choreography
Program Dates: 6/3-6/4
Conference Director: Mike Lunsford
Address: 4125 LeCroy Center Court, Suite 300
Memphis, TN 38115
Television: Office: 901-935-1111
Cell: 901-264-1000
Fax: 901-935-1200
E-Mail: mlunsford@memphippt.com
Conference Website (for general info and registration)

No. attendees (excluding staff): 200
No. of Staff: 22

Staff Arrival Date & Time: June 2nd 11am
Camp Arrival Date & Time: June 3rd 3pm
Check Out Date & Time: June 4th 12:00pm

Meal Prices:
- Breakfast: $5.50
- Lunch: $6.50
- Dinner: $7.50

Oversight Lodging: Single Occupancy
BYO Linens: $27.00 per person

First Meal:
<table>
<thead>
<tr>
<th>(Meal, Date &amp; Time)</th>
<th>Mon</th>
<th>Tues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Res Hotel</th>
<th>Suite 1, 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast</td>
<td>5:30</td>
</tr>
<tr>
<td>Lunch</td>
<td>11:30</td>
</tr>
<tr>
<td>Dinner</td>
<td>4:30</td>
</tr>
<tr>
<td>Foods</td>
<td></td>
</tr>
<tr>
<td>Facility</td>
<td></td>
</tr>
<tr>
<td>Ice Drops</td>
<td></td>
</tr>
<tr>
<td>Gym</td>
<td></td>
</tr>
</tbody>
</table>

Comments: Need a table and 2 chairs for check-in. Room key is linked to your room. Check-in begins at 3pm. Need to ensure room is assigned to UWG. Also need foam and platform. Need a day of free time to set up meeting in style with DVD player (will be discussed in detail).
Excel Worksheets
Worksheets Continued
Even more work sheets...

<table>
<thead>
<tr>
<th>2013 Conference Schedule Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
What We needed in a Change

- Information Linked
- Easy Reporting
- Ability to Share Information Live
- Retain the flexibility in scheduling from the current system
- Retain overview sheets to look at the campus as a whole
A Conference Program is Born - NEP
Impacts for This Summer

• Changes made in one location fed to the other areas
• Scheduling was easy and VERY flexible
• Custom built reports met the needs of our campus partners and were easy to distribute
• View only access provides instant updates
• Custom built for how we manage logistics
• Easy event additions allows for tracking of events beyond conferences for a better facility overview of the summer
Plans for the Future

- Document uploads are still in Beta
- End of Year reports
  - How many total people
  - How Many Breakasts, Bed nights Etc.
- Future enhancement requests
THANK YOU

• Questions?
“Access to Everything, All the Time, From Any Device, From Anywhere”
"Our Challenge really is remaining relevant and current with student [customer] expectations."

Lev Gonick, Chief Executive Officer, OneCommunity
(Former Case Western Reserve University
Vice President for Information Technology and Chief Information Officer)
Gartner – “The Nexus of Forces”

Nexus of Forces

- Extreme Behavior
- Global Class Delivery
- Pervasive Access
- "Big" Context

Social

Mobile

Cloud

Information
Topics

• Internet of Things
• Hybrid IT (Cloud Computing)
• Frictionless Transactions
• Near Field Communications
• Future Web
“The Internet of Things is a concept that describes how the Internet will expand as sensors and intelligence are added to physical items such as consumer devices or physical assets and these objects are connected to the Internet, such as embedded sensors, image recognition, Near Field Communication (‘NFC’) payments.”
Cameras and microphones widely deployed

Remote sensing of objects and environment

Content and services via connected products

Over 50% of Internet connections are things
2011: 15+ billion permanent, 50+ billion intermittent
2020: 30+ billion permanent, >200 billion intermittent

New routes to market via intelligent objects

Everything has a URL

Building and infrastructure management

Augmented reality

Situational decision support

LTE

NFC

2GB flash $3

Audio $0.5

GPRS $7/Wi-Fi $3

7-inch 800 x 400 display $20
“Hybrid IT is the result of combining internal and external services, usually from a combination of internal and public clouds, in support of a business outcome. Adoption risks of public clouds have led to architectures that connect internal core services and critical data to external, commoditized services. Hybrid IT relies on new technologies to connect clouds, sophisticated approaches to data classification and identity, and service oriented architecture.”
Hybrid IT: The Cloud Computing Strategy and Organizational Model

User or Consumer

IT organization acting as a provider and broker

Traditional IT Mgmt Group

Private Cloud Ops Group

Public Cloud Mgmt Group

Traditional IT

Private Clouds

Hybrid Clouds

Public Clouds
Top Drivers to External Sourcing

- Cost-saving: 14% (Ranked 1st), 18% (Ranked 2nd), 12% (Ranked 3rd)
- Reduce time to delivery: 8% (Ranked 1st), 15% (Ranked 2nd), 14% (Ranked 3rd)
- Strategic decision to focus: 17% (Ranked 1st), 8% (Ranked 2nd), 11% (Ranked 3rd)
- Lack of skills to hire: 15% (Ranked 1st), 10% (Ranked 2nd), 10% (Ranked 3rd)
- Quality enhancement: 16% (Ranked 1st), 11% (Ranked 2nd), 8% (Ranked 3rd)
- Lack of funds to commit to hire skills: 8% (Ranked 1st), 8% ( Ranked 2nd), 7% (Ranked 3rd)
- Cost restructuring: from fixed to variable cost: 3% (Ranked 1st), 5% (Ranked 2nd), 11% (Ranked 3rd)
- Capacity management: 5% (Ranked 1st), 6% (Ranked 2nd), 6% (Ranked 3rd)
- Risk reduction: 5% (Ranked 1st), 6% (Ranked 2nd), 5% (Ranked 3rd)
- Access to intellectual property: 5% (Ranked 1st), 7% (Ranked 2nd), 3% (Ranked 3rd)
- Governmental demands for shared services: 2% (Ranked 1st), 3% (Ranked 2nd), 5% (Ranked 3rd)
PaaS Vendors

Windows Azure

Google App Engine
Blackboard Welcomes Cardsmith
Growing our campus card solutions to help schools create the best educational experience - both inside and outside of the classroom.
Third-Party Security Risk Assessment

- Organizational Information Security
- General Security
- Network Security
- Systems Security
- Business Continuity/Disaster Recovery Plans
- Incident Response
- Auditing/Client Reporting
“Ensuring frictionless transactions means the consumer doesn’t fumble over usability issues...”
Near Field Communications

“A wireless technology that enables a variety of contactless and proximity-based applications, such as payments, information retrieval, mobile marketing and device pairing.”
Georgia Tech Strategic Plan Goal

• Replace the BuzzCard with a new read/write smart contactless credential that provides for mutual authentication
  – Smart contactless cards can verify that the reader is authentic and can prove its own authenticity to the reader before starting a secure transaction.
Lots of people wear ID badges to work now, but often they carry more than just a name and a picture. On college campuses, those ID’s get you into dorm rooms, but it’s also like a key — it opens the door to so much through that card.

There’s a Proxmark 3, which you just wave near a card reader and it picks up the card’s radio signal. It’s convenient for you, but the FOX 5 i-Team discovered the signal that’s floating out there is easy for anybody to pick up.

A lot of schools, those cards have sent out a warning about something called “bump and clone.” Literally, you can bump a screen and grab their personal information from their badge. The i-Team wanted to know how easy or difficult the bad news went to Georgia Tech’s campus, where their cards are the key to just about everything — even their dorms.

Nearly every entrance on the Georgia Tech campus requires a proximity card to get in.

Crazy is what junior Mark Bennett says after he sees what we were able to do with his campus ID called the BuzzCard. While it was still in his pocket, in a split second, we were able to have the BuzzCard read and then we were able to generate a new one and get into any dorm.
Smart Contactless Challenge

• Identify a transitional credential that:
  1. Preserves existing proximity infrastructure (125-kHz)
  2. Enables new smart contactless (13.56MHz) applications

• Competing smart contactless protocols exist, but they are not interoperable (MiFare, FeliCa, & iClass)

• Integration and coordination of other services:
Blackboard has adopted support of NXP Semiconductors MiFare

- Support of MiFare Classic and DESFire EV1 (128-bit AES Encryption)
- We are able to obtain a credential through HID that contains Magnetic stripe, 125-kHz Prox, and 13.56 Hz MiFare DESFire EV1
Hybrid Credential

“Tried & True”
Moving Forward

- Specify Multi-Technology Card Readers for all New Installations/Retro-fits
  - i.e. Ingersoll-Rand aptiQ Readers
Closer than Ever Before
Report: Deals in place to make iPhone 'mobile wallet'

Kevin McCoy, USA TODAY
5:29 p.m. EDT September 1, 2014

Apple's next iPhone will be a so-called mobile wallet that enables users to make credit card payments with just their phone in some stores, according to a new report.

Apple (AAPL) has lined up agreements with credit card giants Visa (V), American Express (AXP) and MasterCard (MA) and tentatively is set to disclose the payment plans on Sept. 9, along with the company's newest iPhone, Bloomberg News reported Sunday.

News that the California-headquartered tech giant was in talks with the the payment processors had been reported earlier this summer. But Apple has now negotiated partnerships with banks and retailers as well, Bloomberg reported.

The report was based on information from a person familiar with the agreements who asked not to be identified because the tentative deals are still private.

The new payment system will be based on a near-field communication chip that works in combination with Touch ID, a fingerprint recognition reader developed by Apple, according to the report. In tandem, the features will enable users to complete transactions in some stores “with the touch of a finger,” Bloomberg reported.

Representatives of Apple and MasterCard declined to comment. Visa and American Express officials didn’t immediately respond to requests seeking comment, Bloomberg reported.
NFC might turn Apple’s iWatch into your personal passkey to the world

I just got excited about the iWatch. After all these months of rumor, hype, and over-analysis, it took just three little letters to make me see the light: NFC.

News reports today say Apple’s forthcoming smartwatch will have a Near Field Communication (NFC) chip inside, which could enable wrist-based mobile payments and lots of other things. It’s the set of secure functions enabled by the NFC chip that might justify the iWatch’s price tag, which some reports say could be as high as $400.

In a broader sense, most consumers associate smartwatches with fitness applications like step counters; the addition of mobile payments could get the message across that the devices aren’t just for the fitness minded.

But look at this from Apple’s point of view: It wants you to own at least an Apple laptop, an iPhone, and now a watch. Not just one product. All products. So the company must build functions into the watch that those other two devices — especially the phone, which will also have an NFC chip — can’t easily do. The NFC chip in the watch might be the key to this.

It’s not hard to imagine walking up to a retail counter and and touching your watch to a scanner to pay for something. If Apple does it right, this will be at most a two-step process: tapping the watch once, then moving your arm to put the watch in range of the scanner ... that is, within 10 centimeters for an NFC connection.
Future Web
Responsive Web

- One website for all devices
- Three layouts in one
  - Full-width
  - Tablet
  - Smartphone
- Unfortunately, requires hand-coding
- CSS media query does most of the work
Future Web Relies on HTML5

Vendor Support

Local Storage

Rich Media

Mobile Ascends:

"Heavy RIA" in danger?

Even more capabilities:
- Geolocation
- Threading (workers)
- Networking (sockets)
- New markup options

Gartner
Campus Services-Info Tech Group
Mobile Application Strategy

Level of Engagement/Involvement

Application Review/Approval
Access to Data (REST API)
Set Design Specifications
Enforce Environment
Application Development

External Development/Third-Party
Internal Development
Minimal Support
Maximum Support
Short-Life Span/i.e. Special Event
Long-Life Span/i.e. Self-Service/Business Process
Four S’s of Personal Cloud

Frictionless Sync, Store, Stream, Share

Multiple Screens

Diverse Platforms

Sync
Store
Stream
Share

Context/Social Apps and Services

Broadband Connectivity
1. Which of the following devices did you bring to campus this Fall? (check all that apply)

<table>
<thead>
<tr>
<th>Value</th>
<th>Count</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laptop</td>
<td>791</td>
<td>99.4%</td>
</tr>
<tr>
<td>Desktop</td>
<td>54</td>
<td>6.8%</td>
</tr>
<tr>
<td>Smart Phone/iPhone/iPod Touch/Android/etc</td>
<td>726</td>
<td>91.2%</td>
</tr>
<tr>
<td>Tablet/iPad/etc</td>
<td>209</td>
<td>26.3%</td>
</tr>
<tr>
<td>Game System</td>
<td>168</td>
<td>21.1%</td>
</tr>
<tr>
<td>Television</td>
<td>227</td>
<td>28.5%</td>
</tr>
<tr>
<td>Printer</td>
<td>268</td>
<td>33.7%</td>
</tr>
<tr>
<td>Other</td>
<td>23</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

Statistics:
- Total Responses: 796
- Sum: 3.0
- Avg.: 3.0
- Max: 3.0
Georgia Tech ResNet - Clients
One last thing to consider.....

P2PE

“Point-to-Point Encryption (P2PE) is a solution that encrypts card data from the entry point of a merchant’s point-of-sale device to a point of secure decryption outside the merchant’s environment, such as a payment processor.”

PCi Security Standards Council
Payment Card Industry

PAYMENT CARD INDUSTRY SECURITY STANDARDS

Protection of Cardholder Payment Data

MANUFACTURERS
PCI PTS
PIN Transaction Security Devices

SOFTWARE DEVELOPERS
PCI PA-DSS
Payment Application Vendors

MERCHANTS & SERVICE PROVIDERS
PCI DSS
Data Security Standard

PCI SECURITY STANDARDS & COMPLIANCE

Ecosystem of payment devices, applications, infrastructure and users
“Europay, MasterCard and Visa. EMV is a global standard for interoperation of IC (Integrated Circuit also known as “chip cards”) and IC card-capable point of sale (POS) terminals and Automated Teller Machines (ATMs) for authenticating credit and debit card transactions. The goal of this standard is improvement in security that will ultimately benefit all — including the merchant, banks and consumer — with decreased fraud and overall costs to all parties.”
Point-to-Point Encryption (P2PE)

“Point-to-point encryption, sometimes referred to as end-to-end encryption, is defined as a solution that encrypts card data from the entry point of a merchant's point-of-sale device to a point of secure decryption outside the merchant's environment, such as a payment processor ...”

PCI Security Standards Council
PCI Compliance Levels

- **PCI Compliance Level 1**
  Over 6 million Visa and/or MasterCard transactions processed per year

- **PCI Compliance Level 2**
  1 million to 6 million Visa and/or MasterCard transactions processed per year

- **PCI Compliance Level 3**
  20,000 to 1 million Visa and/or MasterCard e-commerce transactions processed per year

- **PCI Compliance Level 4**
  Less than 20,000 Visa and/or MasterCard e-commerce transactions processed per year all other companies that process up to 1 million Visa transactions per year
Self-Assessment Questionnaires

• **SAQ A (13 questions)** - This is designed for use by merchants that deal exclusively in card-not-present transactions.

• **SAQ B (29 questions)** - This is intended for merchants that process credit/debit cards with imprint machines or standalone dial-out terminals.

• **SAQ CV-T (51 questions)** - This is intended for merchants that process transactions on virtual terminals connected to Internet-facing PCs.

• **SAQ C (80 questions)** - This is intended for merchants that process cards on Internet-facing systems without storing sensitive data.

• **SAQ D (288 questions)** - This is used by merchants that do not qualify for any of the above SAQs. Because the other SAQs are applicable only to organizations that abstain from storing sensitive data, many merchants that must utilize stored data (e.g., for recurring billing purposes) think they are stuck with the 288-question SAQ D. However; tokenization technology can be implemented to allow merchants to access cardholder data for future transactions without requiring onsite storage.

• **SAQ P2PE-HW (18 questions)** - This is intended for merchants that use PCI SSC-approved point-to-point encryption (P2PE) payment terminals.
Basic Compliance Requirements

• PCI Compliance Level 1
  – Yearly on-site review by an internal auditor
  – Vulnerability network scan by Approved Scanning Vendor (ASV)

• PCI Compliance Levels 2-4
  – Must complete PCI DSS Self Assessment Questionnaire
  – Quarterly vulnerability network scan by ASV
Verifone VeriShield Total Protect
Financing Construction Projects for Auxiliary Activities

Edward B. Jolley, Jr., CPA, MBA
Vice President For Business and Financial Affairs
Savannah State University
Project Team Membership

- **External Parties** – Financial Advisor, Underwriter, Issuer, Bond Council, Issuer’s Council, Underwriter’s Council

- **Internal Parties** – Finance Officer, Student Affairs, Auxiliaries Staff, Student’s, and others with specific long-term involvement
Financial Advisor Impact on Projections

- Team must have project related experience (dining, housing, parking, stadium, etc.)
- Proforma estimates reflect industry cycles
- Institution members must challenge assumptions
Internal Team Members

- Financial Officer and Budget Officer
- Auxiliary Officer
  - Housing
  - Dining
  - Parking

Internal team brings institutional operations to proforma development (Revenue and Expense projects)
Understand compliance and reporting requirements associated with bond/facility from the beginning:

- Occupancy requirements
- Revenue sources
- Unrelated business income tax
- MSRB
- Trustee
- Rating Agency

Starts with impacting bond documents and operating contracts in the beginning
Issues to Consider on Specific Projects

- Housing – built in vacancies, camp revenue, annual repairs/refurbishment, etc.
- Dining – Catering, Off Campus Service, Internal Revenue Sharing, Internal Expense Allocations, etc.
- Parking – Decks vs. Lots
- Funding major repairs over time
- Projections for 30 years (never right)
Questions

- Thanks for the opportunity to share with you today.
Thanks to our business partners for their generous support!
Trends in Campus Stores
Key Drivers for the Future of Course Materials

• Tablet & smartphone penetration
Key Drivers for the Future of Course Materials

• Tablet & smartphone penetration
• True digital learning content
Perception vs. Reality

**Market Perceptions**

- Students continue to prefer physical textbooks
- Long-term trends support role of physical textbooks

**Reality**

- Majority of students prefer transactions on-campus over online
- On-Campus bookstores are gaining market share due to the shift towards textbook rental

**Cannibalization by eCommerce / online competitors**
Trends in Campus Stores

Key Drivers for the Future of Course Materials

• Tablet & smartphone penetration
• True digital learning content
• Game-based learning & gesture-based computing

Radius (The radius is the bone of the forearm that extends from the lateral side of the elbow to the thumb side of the wrist. The radius is situated on the lateral side of the ulna, which is long bone, prism-shaped and slightly curved longitudinally. The radius articulates with the capitulum of the humerus.

The word “radius” is Latin for “ray.” In the context of the radius bone, a ray can be thought of as an axially expanding diagonally from the center of the radius bone to the center of the elbow. The purpose of the radius is to connect the elbow to the forearm.)
Trends in Campus Stores

Key Drivers for the Future of Course Materials

- Tablet & smartphone penetration
- True digital learning content
- Game-based learning & gesture-based computing
- Changes in teaching/learning
Key Drivers for the Future of Course Materials

• Tablet & smartphone penetration
• True digital learning content
• Game-based learning & gesture-based computing
• Changes in teaching/learning
• Open educational resources
• Demand and expectations
Implications

• Students will continue to demand high value, low priced materials
• Information will have to be portable, participation-based, and personalized; Wherever – Whenever
• The “business of course materials” and delivery must evolve
More than 1/3 of students decided to go without a required textbook.

“Students without the text always seem ‘one step’ behind.”

Only 28% of students have all required materials on day one.

Nearly 1 in 5 students have skipped or deferred a class because of course material costs.
Trends in Campus Stores

Bookstore Charge Model

- Buy New | Used
- Sell Back
- Rent print/digital
- Return
- Share with friends
- Borrow from library
- Go Without

STUDENT

Register

Content Available digitally Via Course Page

Fee Charged to Account

Retain Access until Date Negotiated
INCLUSIVE ACCESS PILOT
Get Ready To Go Digital!

Our Inclusive Access Pilot has two main drivers:
1. Reducing the cost of course materials for students.
2. Improving educational outcomes for students.

STUDENTS

20th Century Model
REGISTER FOR COURSE
BUY NEW/USED SELL BACK
RENT & RETURN
SHARE/BORROW
GO WITHOUT

21st Century Model
REGISTER FOR COURSE
ACCESS DIGITAL CONTENT
RETAIN ACCESS UNTIL COURSE END

We want all students to have everything they need to succeed on the first day of class. Our inclusive access model gives students immediate digital access to all their course materials for up to 70% off the price of a new print textbook. In addition, students won’t pay anything until the Add/Drop deadline; if they opt out by then, they won’t be charged. If they decide to retain access, the fee will be conveniently charged to their student account.

UCDAVIS STORES
Making college more affordable

- Used books
- Book Buyback
- eBooks
- Textbook Rentals
- Wages for Student Workers
- New software, including a textbook price comparison tool
Holistic software suite designed to help offer students affordability and price transparency.

Components:
- Collect
- Compete
- Compare
Collect:
Helps faculty adopt course materials early and easily so the Loch Shop can begin to compete for low-priced books.
Compete:
Helps the Loch Shop procure cheaper books, which results in cheaper books for students
- Students saved $24k in Fall 2013
Trends in Campus Stores

Compare:
Offers price transparency by comparing our price to the prices of major online retailers.

Introducing
Comparison Textbook Shopping

Our new comparison shopping option gives you great bookstore prices alongside offers from top online retailers, all in one place! There’s no reason to shop anywhere else.

Planning on buying all your books from the bookstore? With pickup, shipping, and returns, you won’t find a more convenient way to get your course materials.
Win Rate $
Trends in Campus Stores

Win-Rate Items

- Loch Shop 78.5%
- Online Competition 21.5%

155 items
562 items
Trends in Campus Stores

Contact Information:
R. Todd Smith, CCR
toddsmith@clayton.edu
678-466-4205

SOURCES:
www.nacs.org/toolsresources/2015.aspx
NACS publications and blogs (www.nacs.org)
The College Store of 2015 & Beyond: A Primer and Action Kit (via The NACS Store)
EDUCAUSE Review  March/April 2012
Stores magazine (from the National Retail Federation -- www.stores.org)
Project Tomorrow (www.tomorrow.org)
Out of Print: Reimagining the K-12 Textbook in a Digital Age (www.setda.org)
BISG research publications (www.bisg.org/publications)
Pew Internet & American Life Report 2012
Crux Report 2013 (Courtesy of Nebraska Book Co.)
Textbook Usage Chart, Courtesy of Cengage Learning
A one-stop service to help USG faculty and staff identify lower-cost, electronic, free, and open educational resources (OER), building on the cost-effective subscription resources provided by GALILEO and the USG libraries. [www.affordablelearninggeorgia.org](http://www.affordablelearninggeorgia.org)

Programs to support more affordable learning materials, including campus advocacy, faculty development, bookstore collaborations, and grants for textbook transformation, including a partnership with eCore, the University System’s core curriculum taught completely online.

An initiative of the University System of Georgia and GALILEO, Georgia’s Virtual Library. [www.galileo.usg.edu](http://www.galileo.usg.edu)
ALG is working with USG college store partners to understand and communicate the many ways that stores are already saving students dollars through lowest price guarantees, rental programs, and working with third party service providers to improve choice and affordability.

In addition, these conversations have lead to a willingness of stores and their providers to share information about cost savings as well as adoptions, in hopes that the USG can get a better sense of what materials are being adopted across the system.
These providers have been part of the conversation:

- **Barnes and Noble, Nebraska Book:Neebo, and Follett** are third party providers of both leased store management services and point of sale systems and services.

- **Verba** is a developer of data-driven applications that allow campus stores to be more competitive in the textbook marketplace while delivering lower cost materials to students and preserving marketshare. Several USG college stores are already using their services.

In order to help improve choice, affordability, and gather important data about textbooks in the USG, ALG has offered to support the use of Verba products in FY15 for any new customer among the USG college stores for FY15, along with Verba Collect for any existing Verba customer.
COMPLETE COLLEGE OUTFITTER
COMPANY HISTORY, EXPERIENCE, AND BACKGROUND
OUR HISTORY OF SUCCESS

Nebraska Book Company began in 1915 as a small retail bookstore at the University of Nebraska. Today, NBC serves the college industry in all fifty states, Puerto Rico, and Canada through:

• Retail stores (Lease Operations)

• Consulting services
  – Store Design
  – Management

• Wholesale textbook operations

• E-commerce solutions

• Computer Services
FIRST YOU LEARN THE INDUSTRY. THEN YOU CHANGE IT.
Study Background – Crux survey

• Conducted since the spring semester of 2005.
• The survey gathers information from college students on the following topics:
  • Textbooks purchased, new and used;
  • Where textbooks are obtained;
  • Money spent on textbooks;
  • Textbook rentals;
  • The role of technology and its impact on the new and used textbook market;
  • Student experiences shopping for textbooks;
  • Student attitudes towards spending and pricing of textbooks;
  • Sell-back behaviors.
• Each semester some questions are removed, revised, or added to keep the survey current.
College bookstore unit market share rebounded to 45% this spring

- This figure is down, but we saw the first rebound in six years in spring 2014.
- Rentals continue to climb as 45% of students rented at least one textbook in Spring 2014

Source: NBC Crux Tracking Study, 2014
STUDENTS CONTINUE TO STRONGLY PREFER BUYING ONLINE
HOWEVER, THE LAST TWO WAVES HAVE SEEN AN INCREASE IN STUDENTS PREFERRING THE BOOKSTORE

Source: NBC Crux Tracking Study, 2014
Students who obtain their books at a college bookstore obtain more books than students who obtain their books elsewhere.

This semester, how many (new/used) books did you obtain?

Mean Number of Books Obtained – Spring 2014

Results in Neebo Markets indicated in grey italics

Sample sizes in Neebo Markets:
Did not go to a college bookstore (n=44)*
Went to college bookstore, did not obtain textbooks (n=26)*
Went to college bookstore, obtained textbooks (n=84)
* Caution, low sample size

Q805 Base: All Qualified Respondents (n=1,010 in Spring 2014)
Students who went to the college bookstore (but did not obtain any books) are spending more than three-quarters of an hour there

# minutes spent shopping

Results in Neebo Markets indicated in grey italics

In a bookstore:

- Went to a college bookstore, obtained textbooks: 69 minutes
- Went to a college bookstore, did not obtain textbooks: 51 minutes
- Did not go to a college bookstore: n/a

Online:

- Went to a college bookstore, obtained textbooks: 95 minutes
- Went to a college bookstore, did not obtain textbooks: 133 minutes
- Did not go to a college bookstore: 100 minutes

Sample sizes in Neebo Markets:
- Did not go to a college bookstore (n=44)*
- Went to college bookstore, did not obtain textbooks (n=26)*
- Went to college bookstore, obtained textbooks (n=84) *
  Caution, low sample size

# minutes by class year:

In bookstore:
- 1st semester students: 76
- 2-3 semesters: 55
- 4-5 semesters: 47
- 6+ semesters: 41

Online:
- 1st semester students: 120
- 2-3 semesters: 116
- 4-5 semesters: 93
- 6+ semesters: 97

# minutes by gender:

In bookstore:
- Females: 46
- Males: 50
  NO significant diff.

Online:
- Females: 112
- Males: 102
Students perceive online textbook prices to be better than bookstore prices

Which are some of the reasons you chose to obtain textbooks online rather than at a college bookstore?

*By College Bookstore Shopping Behavior*

Results in Neebo Markets indicated in grey italics

- Went to a college bookstore, did not obtain textbooks
- Went to a college bookstore, obtained textbooks

Sample sizes in Neebo Markets:
- Went to college bookstore, did not obtain textbooks (n=16)*
- Went to college bookstore, obtained textbooks (n=59)
*Caution, low sample size

Q795 Base: Shopped both bookstores and online (n=559 in Spring 2014)
RENTAL UNIT SHARE INCREASED TO 26%

BOTH RENTAL UNIT SHARE AND DIGITAL UNIT SHARE HAVE DOUBLED IN THE LAST TWO YEARS

Source: NBC Crux Tracking Study, 2014
STUDENTS CONTINUE TO PREFER TO RENT A TRADITIONAL BOOK THAN BUY A DIGITAL BOOK

Suppose you were shopping for a textbook that costs the same to rent or to buy as a digital textbook (e-book). Which would you be more apt to do?

Source: NBC Crux Tracking Study, 2014
Students continue to prefer renting at the bookstore to renting online - *But the percentage who prefer to rent online is climbing*

Suppose you wanted to rent a textbook and you found that the price to rent it online was the same as the price you could rent it for at a college bookstore.

**Where would you be more likely to rent the book?**

<table>
<thead>
<tr>
<th>Fall 10</th>
<th>Spring 11</th>
<th>Fall 11</th>
<th>Spring 12</th>
<th>Fall 12</th>
<th>Spring 13</th>
<th>Fall 13</th>
<th>Spring 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>18%</td>
<td>21%</td>
<td>23%</td>
<td>24%</td>
<td>26%</td>
<td>29%</td>
<td>32%</td>
</tr>
</tbody>
</table>

% “Rent it online” by:
- Did not go to College Bookstore (43%)
- Went to College Bookstore, did not obtain books (48%)
- Went to College Bookstore, obtained books (21%)

% “Rent it at a college bookstore” by:
- Did not go to College Bookstore (57%)
- Went to College Bookstore, did not obtain books (52%)
- Went to College Bookstore, obtained books (79%)
University of West Georgia

Bookstore

Back to the Basics in Self-OP

Mark Reeves
Assistant Vice President
Auxiliary Services
University of West Georgia

- **Location** – Carrollton, Georgia
- **Acreage** - 645 acres
- **Founded** - 1906 as the Fourth District Agricultural and Mechanical School
- **9 undergraduate degrees** with 43 programs of study
- **9 graduate degrees** with 24 programs of study
- **5 Education Specialist degree** programs
- **4 doctoral degrees** - Ed.D. with 3 programs of study, and Ph.D. in Psychology: Consciousness and Society
- **8 post-baccalaureate certificates** and **2 post-master's certificates**
- **Staffing** - 1,331
- **Enrollment** – 12,150 for Fall 2014
- **Demographics** - Full-time 76.0%, Part-time 24.0%
  Female 64.3%, Male 35.7%
1992 - 2011 UWG Bookstore
## Fy 2009 Financial Results

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue</td>
<td>$ 4,363,190</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>($ 3,918,551)</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>-</td>
</tr>
<tr>
<td>Change in Net Position (Profit)</td>
<td>$ 467,986.00</td>
</tr>
</tbody>
</table>
# Fy 2010 Financial Results

<table>
<thead>
<tr>
<th></th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue</td>
<td>$4,236,004.00</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>($3,918,790.00)</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>$7,383.00</td>
</tr>
<tr>
<td>Change in Net Position (Profit)</td>
<td>$324,597.00</td>
</tr>
</tbody>
</table>
# Fy 2011 Financial Results

<table>
<thead>
<tr>
<th></th>
<th>FY 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue</td>
<td>$4,110,748.00</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>($3,857,968.00)</td>
</tr>
<tr>
<td><strong>Interest Expense</strong></td>
<td>$4,870.00</td>
</tr>
<tr>
<td>Change in Net Position</td>
<td>$257,650.00</td>
</tr>
</tbody>
</table>
Constraints Related to Operating Old Bookstore

- 8,000 sq feet including warehouse, offices, sales floor
- Limited room for GM and Supplies
- Very limited parking
- Building very unattractive
- Sales declining due to limited floor space
- Expenses climbing due primarily to annual rent increases
Aspects of the New Bond Debt

• 30 year mortgage
• Fy15 Payment: $425,705
• 22,800 square feet with infrastructure to expand
• 3% Related Enrollment Growth Plan
• Built for Enrollment level 15,-18,000 students (Fall) semester
### FY 2012 Financial Results

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue</td>
<td>$4,346,758.00</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>($4,188,897.00)</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>($309,676.00)</td>
</tr>
<tr>
<td>Change in Net Position (Profit)</td>
<td>($151,815.00)</td>
</tr>
</tbody>
</table>

**Note:**

- With the additional floor space, GM sales began to increase
- Year One only had 6-months of the mortgage (bond) debt
Competition Intensifies
Fy 2013 Financial Results

<table>
<thead>
<tr>
<th></th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue</td>
<td>$4,211,880.00</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>($4,858,526.00)</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>($311,340.00)</td>
</tr>
<tr>
<td>Change in Net Position</td>
<td>($957,986.00)</td>
</tr>
</tbody>
</table>

**Note:**
- Increased Competition
- Summer Enrollment and Course load dropping
- Sales dropped; especially in textbooks
- Full year of mortgage (bond) debt
University of West Georgia

Bookstore

Back to the Basics in Self-OP
Fulltime Staffing

**Fy13**
- Bookstore Manager
- Assistant Manager
- GM Buyer
- Assistant to GM Buyer
- Floor Supervisor
- POS Supervisor
- Accounting AP/AR
- Shipping / Receiving
- Textbook Manager
- Assistant to Textbook Mgr
- Inventory Specialist

Cost: $585,564

**Fy14**
- Assistant Manager
- GM Buyer
- Floor & POS Supervisor
- Accounting AP/AR
- Shipping / Receiving
- Textbook Buyer
- Inventory Specialist

Cost: $496,044
Student Staffing

**Fy13**
Cost : $171,634

**Fy14**
Cost : $78,334
Order Quantity Model

We run sales reports by title for previous semesters which includes the estimated enrollment for each class. Then we take that average sell through percentage add 5% and apply it to the estimated enrollment numbers for the upcoming semester to calculate our Order Quantity.
Pricing Model

We verify that our accounting cost in WinPrism is correct. Then we take our average accounting cost per unit and mark up the books for sale.

We compare those numbers with retail prices already set in WinPrism and if the retail price already falls within those mark ups then the price is set. If the WinPrism price is below the minimum markup it is adjusted to meet the minimum, if it falls above the maximum mark up it is adjusted down to the maximum mark up percentage.

This model requires all, or at least the vast majority of units for a given title to already be in the store so that the accounting costs are reported correctly.
USED Textbooks are \textit{Commodities}

- Buy when Supplies are HIGH
- Sell when Demand is HIGH
- End of each selling season – return ALL books that do not have a DEFINITE adoption commitment for next semester.
Faculty Relations/ EARLY Adoptions

• The earlier we have adoption information, the earlier we can get to market to acquire USED Textbooks.

• When we don’t have enough USED books for a particular course, we have to supplement with NEW books; MUCH MORE COSTLY.
USED Book CYCLE

- Buy-Back
- Adoption
- RUSH
- Order
- Books for
- Next
- Semester
USED Books

• are typically in VERY GOOD condition
• only a couple of years old at most
• more and more frequently have the support materials available
• the longer we can continue to adopt a USED Book, the more affordable the text for the course becomes.
Rental Programs

UWG Partners with Nebraska Book Company to rent New and Used books:

• A greater savings to students
• UWG receives full commission from NBC; as if we had sold the book
• The Rented books are returned to NBC; not UWG
Local GM Vendors

• More affordable options for students

• Timeless Traditional offerings for Alumni, Faculty and Staff
Local GM Vendors

• Easy access to manufacturers; no sales staff from NY, Calif, etc.

• More flexible timelines for inventory fulfillment, rush orders, returns, etc.

• Better allows for UWG student input & design
Marketing & Communications

- Postcards mailed to student homes each semester beginning Spring 2014 to promote Bookstore to the Rescue.
- Spring 2014 saw a 20% increase in Bookstore to the Rescue sales.
- Merchandise survey of students (what do they want in our store?) HUGE response

- Growing, vital social media engagement on Twitter, Facebook and Instagram
- Use of digital ad screens & Fathead posters on campus
- Events at Bookstore for students (Mascot visit, Santa photos, Radio remotes, targeted sales, etc)
Inventory Management

• Ongoing Cycle-Counts
• Quarterly – Full Inventory Reconciliation
• Get rid of all “dead stock”
• Use Order Quantity Model for text books
• Buy GM orders in small incremental portions; unless certain of long-term, high demand.
Negotiated Freight Rates

**Fy13** Freight Costs for UWG Bookstore: $121,549

- Published Rates
- Rates under Associations:
  - Primarily outbound and only 10% or discounted
- Freight Management Company
  - Inbound and Outbound; 30-45% discounts

**Fy14** Freight Costs for UWG Bookstore: $89,704
## Freight fy 15

DOAS  Expedited Freight Rates – w/ **United Parcel Services**

<table>
<thead>
<tr>
<th>UPS Cost Sheet - Domestic Shipping (Interstate &amp; Intrastate)</th>
<th>Domestic Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Express Terms</td>
<td>Guaranteed Delivery Time</td>
</tr>
<tr>
<td>Next Day First Delivery</td>
<td>UPS</td>
</tr>
<tr>
<td>Next Business Day AM</td>
<td>Next Day Air Early AM</td>
</tr>
<tr>
<td>Next Business Day PM</td>
<td>Next Day Air AM</td>
</tr>
<tr>
<td>2nd Business Day AM</td>
<td>Next Day Air Saver PM</td>
</tr>
<tr>
<td>2nd Business Day PM</td>
<td>2nd Day Air AM</td>
</tr>
<tr>
<td>3rd Business Day</td>
<td>2nd Day Air PM</td>
</tr>
<tr>
<td>Ground</td>
<td>3rd Day Select</td>
</tr>
<tr>
<td></td>
<td>Ground</td>
</tr>
</tbody>
</table>

### Fuel Surcharges & Applicable Discounts

- **Gasoline & Diesel Fuel Surcharge - Ground Shipments**: 25% off Published rates with a 5% Rate cap for life of contract
- **Jet Fuel Surcharge - Express Shipments**: 25% off Published rates with a 5% Rate cap for life of contract

ALL DELIVERIES AND PRICING WILL BE BASED ON COMMERCIAL BUSINESS PRICING AND FIXED ANNUALLY FOR THE CONTRACT

### Hundredweight Ground Rates

<table>
<thead>
<tr>
<th>Shipment Wgt Lbs.</th>
<th>Rate Per Hundredweight Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Zone 2</td>
</tr>
<tr>
<td>200 - 499</td>
<td>$15.91</td>
</tr>
<tr>
<td>500 - 999</td>
<td>$13.22</td>
</tr>
<tr>
<td>1000 +</td>
<td>$11.13</td>
</tr>
<tr>
<td>Min **</td>
<td>$35.00</td>
</tr>
</tbody>
</table>
## FY14 Financial Results

<table>
<thead>
<tr>
<th></th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenue</td>
<td>$4,100,631.00</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>($4,076,326.00)</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>($307,246.00)</td>
</tr>
<tr>
<td>Change in Net Position (Profit)</td>
<td>($282,941.00)</td>
</tr>
</tbody>
</table>

**NOTE:**
- Bond started in FY12 with $5,640,416 balance due
- Last year for bond is FY41; 30 year bond
- Annual bond payment grows every year by an average of 0.25%
- FY15 payment amount will be $425,705
Textbook Price to Students
Industry Trend

Percent Change Since 1978 for Educational Books, Medical Services, New Home Prices, and CPI

Carpe Diem Blog

Sources: BLS, Census Bureau
Textbook Price to UWG Students

UWG Bookstore vs Industry Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>UWG</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>fy2010</td>
<td>$54</td>
<td>$54</td>
</tr>
<tr>
<td>2011</td>
<td>$55</td>
<td>$55</td>
</tr>
<tr>
<td>2012</td>
<td>$58</td>
<td>$62</td>
</tr>
<tr>
<td>2013</td>
<td>$62</td>
<td>$65</td>
</tr>
<tr>
<td>2014</td>
<td>$65</td>
<td>$67</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>$67</td>
<td>$67</td>
</tr>
</tbody>
</table>
THANK YOU
## Participating Schools

<table>
<thead>
<tr>
<th>School</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clayton</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Coastal</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>CSU</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Emory</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>GA College</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>GA Gwinnett</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>GA Health Sci.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GA Highlands</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>GA Perimeter</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>GA Southern</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>GA So’west.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>GA State</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>GA Tech</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Gordon</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Kennesaw</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Savannah</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>So. Poly</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>UGA</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>West GA</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Valdosta</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10</td>
<td>10</td>
<td>17</td>
<td>19</td>
<td>16</td>
</tr>
</tbody>
</table>
Student Body Demographics

8 Schools

Coomuters vs Residents

- Commuters
- Residents

2010-2014

- 0%
- 10%
- 20%
- 30%
- 40%
- 50%
- 60%
- 70%
- 80%
Student Body Demographics

<table>
<thead>
<tr>
<th>Institution</th>
<th>2010 % Women</th>
<th>2014 % Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clayton St.</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td>Columbus St.</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>Emory</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>GA Coll &amp; St Univ</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td>GA Perimeter</td>
<td>61%</td>
<td>61%</td>
</tr>
<tr>
<td>GA Southern</td>
<td>59%</td>
<td>59%</td>
</tr>
<tr>
<td>GA Tech</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Savannah St.</td>
<td>56%</td>
<td>56%</td>
</tr>
<tr>
<td>UGA</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>Average</td>
<td>59%</td>
<td>59%</td>
</tr>
</tbody>
</table>
Total Bookstore Revenue
9 Schools 2010 - 2014
Text vs. Non-text Sales

- **Text**
- **Non-Text**

Sales Data:
- 2010: $5,000,000
- 2011: $10,000,000
- 2012: $15,000,000
- 2013: $20,000,000
- 2014: $25,000,000
- 2015: $30,000,000
- 2016: $35,000,000
- 2017: $40,000,000
- 2018: $45,000,000

Sales Trend:
- Text sales are declining over the years.
- Non-text sales are stable.
Digital Material Sales
2010 vs. 2014

Digital Materials
Printed Text Sales

2010                      2013                      2014

$2,576                   $270,712                  $412,287

0.01%                     0.60%                     0.8%

$-                        $50,000                   $100,000
$100,000                  $150,000                  $200,000
$200,000                  $250,000                  $300,000
$300,000                  $350,000                  $400,000
$400,000                  $450,000
Apparel Sales/Student
Without Tech & UGA

[F] = Football

Bar chart showing apparel sales per student for various institutions, with a horizontal line indicating an average expenditure.
Bookstore Food & Beverage Sales/Student

(Without GA Tech)
The Dining Hall
Total Sales by Category
16 Schools

Meal Plans
Restaurant
Catering
Other

2013 2014

$20,000,000
$40,000,000
$60,000,000
$80,000,000
$100,000,000
$120,000,000
$140,000,000

$-
Total Sales by School & Category

2014

Meal Plans  Restaurant  Catering  Other

Clayton St.  Coastal  Columbus St.  Emory  GA Col & St. Univ.  GA Gwinnett  GA Perimeter  GA Southern  GA State  GA Tech  Gordon College  Savannah State  Sc. Poly  UGA  Valdosta  West GA

[Graph showing sales by school and category for 2014]
Total Dining Revenue/Student

(Includes only meal plan & restaurant revenue)
Restaurant Revenue/Student

(Without GA Tech)
Meal Plan Rev./Student vs. Restaurant Rev./Student

- Meal Plan Rev/Student
- Restaurant Rev/Student

Bar chart showing the comparison between Meal Plan Rev/Student and Restaurant Rev/Student for various institutions. The x-axis represents different institutions, and the y-axis shows the revenue in dollars.
Restaurants & Franchises
Top 15 Restaurant Concepts
(Sales of all schools reporting)
Dining Service Providers

- Sodexo: 6
- Self-Op: 3
- Chartwells: 3
- Aramark: 2
- Smurti: 1
- Thompson: 1
Meal Plan Pricing
Cost/Meal for 19 to Unlimited

Up from $5.17 average LY
Convenience Stores
C-Store Revenue/Sq. Ft.

Columbus St.  
GA Col & St Univ  
GA Southern  
GA State  
GA Tech  
Savannah State  
Valdosta  
West GA  
Total

$-  
$50  
$100  
$150  
$200  
$250  
$300  
$-

Total Revenue/Sq. Ft.
Vending
Total Vending Revenue

Total Vending

- Beverage
- Snack
- Other

- $\sim$
- $500,000$
- $1,000,000$
- $1,500,000$
- $2,000,000$
- $2,500,000$
- $3,000,000$
- $3,500,000$
- $4,000,000$
- $4,500,000$
Vending Revenue Over Time
8 Schools

- 2010: $5,400,000
- 2012: $5,600,000
- 2013: $5,800,000
- 2014: $5,200,000
Vending % of Revenue by Category

- **Beverage**
- **Snack**

Clayton St, Coastal, Columbus, St, Emory, GA Col & St Univ, GA Perimeter College, GA Southern, GA State, GA Tech, Gordon State, Savannah State, So. Poly, UGA, Valdosta, West GA, Average
Thanks to our business partners for their generous support!