BOARD OF REGENTS

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OFFICE OF THE EXECUTIVE DIRECTOR

July 1, 2019

Senator John Wiik, Lead Co-Chair, Joint Committee on Appropriations
Representative Chris Karr, Co-Chair, Joint Committee on Appropriations

Response to Letter of Intent Regarding University Center Operations

Dear Senator Wiik and Representative Karr:

Attached you will find the detailed responses from the University of South Dakota (USD) for the University Center – Sioux Falls (UCSF), and Black Hills State University (BHSU) for Black Hills State University – Rapid City (BHRC), to the Letter of Intent dated May 22, 2019.

I would also like to expound on three of the requests included in the Letter of Intent:

- *Produce a new budget unit including actual and projected expenditures and FTEs.*

Staff from the University of South Dakota and from my office met with Jeff Mehlhaff and Tamara Darnall on June 4, 2019 to discuss the difficulties in managing the Center operations out of a single budget unit. Follow-up with Monte Kramer of my staff and LRC staff have taken place since the initial meeting. The attached flow-chart (Attachment A) was shared with LRC depicting the current flow of revenues and expenditures at UCSF. As you can see from the chart, the partners all receive their own revenues, which is the case for all courses in our system, and the hiring and pay to instructors is managed at each school. The new operating model for UCSF allows the partners offering courses and programs at UCSF to retain this structure. While we understand the desire and interest to see the entire Center operations in one place, we do not see how we can make that happen without a fundamental change to the way revenues flow and expenses are managed in our system. We currently have staff that collect all the data from the partner schools and can put the data into whatever format you would like. We welcome continued dialogue about this request and an opportunity to meet in person to discuss how we can best accommodate the need for financial information related to the Centers.

- *Provide detailed comparisons of differences or duplication of degrees, classes, and programs of study between the state's four technical institutes and the University Center.*

The campuses have provided a comparison of programs based on the titles of the programs in their responses. It should be clarified, the associate degrees and certificates offered by public universities and technical institutes are not duplicative even when the programs have similar names. The South Dakota Constitution allows public universities to offer "associate of arts" and "associate of sciences" degrees and technical institutes to offer "associate of applied science" degrees. Associate of Arts (AA) and Associate of Science (AS) are not the same as an Associate of Applied Science (AAS). AA and AS degrees (public universities) are transferable degrees, meaning they are designed as the first two years of a bachelor's programs. AAS degrees (technical institutes) typically follow a traditional vocational model preparing students for direct entry into the workforce. The accreditation requirements through the Higher Learning Commission (HLC), the accreditor for the state's universities and technical institutes, are different for AA/AS degrees and AAS degrees. For example, AA/AS programs require a higher number of general education credits and require a higher level of education attainment by instructors. In addition, public university certificate and associate degree programs respond to changes in how students consume education, providing a "stair-step" or "ladder" approach for students that want to earn a credential, enter the workforce, and later return to school. For example, credits in certificate programs generally transfer into associate degree programs; associate degree programs typically transfer to bachelor's degrees.

- *Define success and failure by providing goals, metrics, and timeline outlining the next three years of operations and an exit plan for what happens if failure to obtain the goals and metrics occurs.*

You will find goals and metrics for each of the Centers in the attached information. It is certainly our hope that both Centers would grow and prosper and we would serve even more students in the two largest communities in South Dakota; however, the goals need to be reasonable and appropriate given the status and maturity of the operating models, the needs of the communities, competing opportunities and even the economy. The Centers were built at a time when providing opportunities to place-bound adults and nontraditional students was a priority. The Rapid City location was built to serve Rapid City and to fulfill the needs of Ellsworth Air Force Base personnel when the educational opportunities on the base were eliminated. Distance education opportunities continue to grow, although not all students find that option works for them. Postsecondary enrollments trend downward during periods of strong employment and economic growth, which is evidenced by overall enrollments in the System. The Centers currently serve over 2,667 students, mostly on a part-time basis. A significant portion of these students would not take advantage of postsecondary education without the public education offerings in those communities. The Board feels strongly about serving these communities and students as part of the public education mission and important goal of getting 65% of those aged 25-34 with a postsecondary credential.

The information provided by BHSU and USD does not provide a specific exit strategy. An exit strategy for the Centers would need to be directed by the Board. The Board felt it was necessary given recent financial projections at UCSF that a new operating model be put into place to see if

it would produce better results. This coming year will be the first year where USD will play a much stronger operating role at UCSF making the Center better prepared to respond to student and community needs. The goals for UCSF reflect a low starting point and the necessary time to rebuild the organization.

We look forward to the opportunity to discuss the Centers with the Joint Committee on Appropriations and to provide a full accounting for the financial and management operations moving forward. Having members appointed to the advisory committees at UCSF and BHRC is welcomed and seen as a positive way to improve overall communications.

Thanks for the opportunity to respond and for the continued dialogue on how we can partner on improving educational opportunities for South Dakotans.

Sincerely,
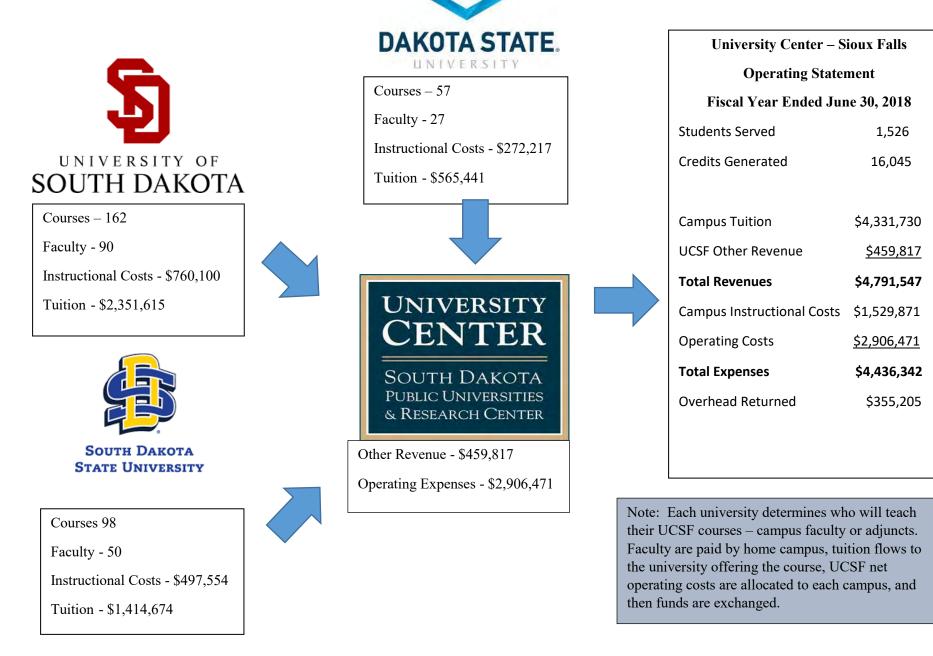
Paul B. Beran

Attachments:
A – Revenues and Expense Flows at UCSF
B – USD Response Letter
C – BHSU Response Letter

cc: Board of Regents Members
        President Gestring, USD
        Acting President, Kathy Johnson, BHSU
        Interim President, Laurie Nichols, BHSU
        Carmen Simone, UCSF
        Gene Bilodeau, BHRC
        Adam Rosheim, USD
        Don Coble, BHSU

Revenue and Expense Flows for University Center Sioux Falls

DAKOTA STATE UNIVERSITY

Courses – 57

Faculty - 27

Instructional Costs - $272,217

Tuition - $565,441

UNIVERSITY OF SOUTH DAKOTA

Courses – 162

Faculty - 90

Instructional Costs - $760,100

Tuition - $2,351,615

SOUTH DAKOTA STATE UNIVERSITY

Courses 98

Faculty - 50

Instructional Costs - $497,554

Tuition - $1,414,674

UNIVERSITY CENTER SOUTH DAKOTA PUBLIC UNIVERSITIES & RESEARCH CENTER

Other Revenue - $459,817

Operating Expenses - $2,906,471

University Center – Sioux Falls Operating Statement Fiscal Year Ended June 30, 2018	
Students Served	1,526
Credits Generated	16,045
Campus Tuition	$4,331,730
UCSF Other Revenue	$459,817
Total Revenues	**$4,791,547**
Campus Instructional Costs	$1,529,871
Operating Costs	$2,906,471
Total Expenses	**$4,436,342**
Overhead Returned	$355,205

Note: Each university determines who will teach their UCSF courses – campus faculty or adjuncts. Faculty are paid by home campus, tuition flows to the university offering the course, UCSF net operating costs are allocated to each campus, and then funds are exchanged.

UNIVERSITY OF
SOUTH DAKOTA

June 28, 2019

Dear Joint Committee on Appropriations:

Thank you for the opportunity to discuss the recent changes taking place at the center in Sioux Falls during your May 22nd session. We appreciate your time and interest. Following this session, we received your Letter of Intent and we are happy to provide additional information to you. The following serves as our response to the requested actions.

Item 1. Produce a new budget unit, including actual and projected expenditures and FTEs.
University leadership and staff are coordinating with Board of Regents, Governor's Bureau of Finance and Management, and Legislative Research Council to implement a new budget unit as effectively and efficiently as possible.

Item 2. Provide the overhead rate for the different colleges within the University regarding Responsibility Centered Management (RCM) and explain how and why the overhead rate was derived. The requested overhead rate description is included as Attachment 1. Please note that an additional .69% has been added to the overhead rate discussed in May. The addition to the proposed rate reflects system related charges for technology such as our ERP system (Banner), web-based student registration, etc. After the May meeting, we held deeper discussions and felt that this cost should also be allocated to the Community College for Sioux Falls (CCSF).

Item 3. Provide an updated GOAC financial statement for each university center incorporating the RCM model overhead rate for FY13-FY18. For illustrative purposes, the modified financial statement is included as Attachment 2, as requested.

Item 4. Provide detailed comparison of differences or duplication of degrees, classes and programs of study between the state's four technical institutes and the University Center. A detailed spreadsheet is included as Attachment 3 and an analysis is provided below.

The mission of the state's four technical institutes is different from that of the universities or CCSF. Through the CCSF model, the public universities offer certificates, baccalaureate and graduate programs, and associate of arts and associate of science degrees. These associate degrees are designed to fulfill the requirements for transfer into baccalaureate programs and are not considered terminal degrees. In addition, these programs are generally highly flexible, offering variability in the nature of the coursework leading to conferral. By contrast, the technical institutes focus on delivery of hands-on, workforce specific programming leading to certificates, diplomas or associate of applied science degrees. These degrees differ from other associate degrees in that they are typically considered terminal degrees in specific, career-focused fields of study.

Perhaps the most important change in recent years is the inception of the Bachelor of Science in Technical Leadership degree, offered by USD. This program is offered both online and in Sioux Falls at the CCSF. Its flexibility accommodates numerous associate of applied science degrees from the technical institutes as a complete, two-year component within the resulting baccalaureate degree. This results in no loss of credit and provides an accelerated pathway from what has traditionally

been a terminal program into a four-year baccalaureate degree. Partnerships such as these enhance program portability, but more importantly, they give students cost-effective, efficient pathways to marketable credentials. The first program graduate, Matt Kruse, recently complimented the program. "By completing the technical leadership program, I am now more equipped to move up in my position," he said. "My degree helped me learn at a higher level and more global scale and will allow for new challenges and increased income potential in the future." After graduating from Southeast Technical Institute, Matt entered the workforce and, after working for several years, he was able to continue his education without leaving his current position. He is now ready for the next steps in his career, thanks to the unique partnership between Southeast Technical Institute and the University of South Dakota.

Analysis of specific programming demonstrates that, by in large, there is very little overlap of offerings between the technical institutes and the public universities participating in Sioux Falls through the CCSF. There are, however, a few potential areas where overlap may either exist or be perceived to exist. These areas include business, computer technology, networking and information systems, graphic and web design and nursing. The partners at CCSF will be brought together in the future to discuss any overlap and eliminate it if it is not affordable to provide the opportunities or when it is not justifiable based on workforce needs.

Over the next year, connection opportunities for graphic and web design will be explored. The AAS degree at STI is a workforce-ready, terminal degree, while the AS degree through USD harnesses a similar workforce component while also transitioning the student into a four-year Bachelor of Fine Arts degree. The similarity between portions of these degrees will be better leveraged. Early indications are that the first two years of study could potentially occur at STI, with subsequent transfer of courses to USD CCSF for the final two years of study leading to a baccalaureate degree. This option would be desirable for STI graduates already in the local workforce who, after attaining several years of experience in the graphics/web design field, are now seeking to advance their careers. There seem to be many opportunities for partnership within this field of study.

A similar approach may be warranted for the AS in Manufacturing Technology offered by SDSU and the AAS in Mechatronics offered by STI. Offering institutions could study this potential duplication to discover whether it exists and, if so, how it may be best addressed.

Some may perceive overlap in the field of nursing, however, the programs offered are distinct from one another, with many serving specific regions of the state. Nurses at all levels are necessary for the workforce in South Dakota. In addition, the programs have been designed to allow laddering of credentials: certified nurse assistant (CNA) to licensed practical nurse (LPN) to associate degree registered nurse (AAS) to baccalaureate nurse (BSN) and beyond. Clearly, based on workforce demands and enrollment patterns, these programs serve vital roles for the State.

Prior to the name change of University Center Sioux Falls to the Community College for Sioux Falls, there had been a wide array of offerings within the general business field. There are ongoing conversations among STI, DSU, and USD to address perceived duplication going forward. More relevant, there are conversations about stronger articulations between the technical institutes and universities; with CCSF being the catalyst for action.

The fields of computer technology, networking and information systems have also been strong areas of interest for many institutions. In a manner similar to that for the general business field, CCSF plans to bring institutional representatives together for discussions. Analysis and articulation between the offering institutions will be key in resolving these potential duplications. In some

cases, these programs are actually vastly different, even though their names may seem similar, which may cause additional confusion for students. Discussion between offering institutions, led by CCSF, should provide an avenue for clarification.

Item 5. Provide for two legislators to be on the advisory board as appointed by the co-chairs of the JCA. These new advisory board members are a welcome addition to ongoing conversations regarding the future of the CCSF. The first Joint Advisory Council meeting will be held on July 24th and we look forward to learning the names of the appointees so there is ample time to notify them of the date and time.

Item 6. Define success and failure by providing goals, metrics, and a timeline outlining the next three years of operations and an exit plan for what happens if failure to obtain the goals and metrics occurs. The requested goals and metrics are included as Attachment 4 and a narrative is included below.

Standard baseline metrics related to student headcount and credit hours generated on site at CCSF have been established. These totals are inclusive of all programs offered on site through CCSF. In addition to totals, which reflect the efforts of the three university partners, the headcount number for the Associate of Arts in General Studies has also been listed separately. This program, in particular, represents the specific goal at CCSF of attracting students who would otherwise not seek postsecondary educational opportunities.

While important, these statistics do not tell the entire story. One of the primary reasons that CCSF was established was to provide pathways to higher education for local students. The State of South Dakota has committed to reaching a 65% attainment goal. In Sioux Falls, two high schools in particular fall short of the statewide college matriculation rate, currently at 67.7% in the latest available data set. Those schools are Roosevelt High School (63.5%) and Washington High School (63.1%). Although we recognize we cannot change these numbers in a vacuum, we are committed to playing a role in raising the matriculation rates for these two schools. Sioux Falls mayor Paul TenHaken agrees, recently stating, "Seeing the number of kids who don't pursue secondary education represents a huge opportunity for us to get them enrolled, educated and successfully integrated into our workforce. In addition to those opportunities, the Community College for Sioux Falls has an opportunity to make continued inroads with our immigrant populations to equip them with job-readiness skills."

Another untapped market exists in providing noncredit workforce education and professional development courses for Sioux Falls. This is a unique and critical component of the USD CCSF mission. A renewed focus on professional development will have a positive impact, especially for the Sioux Falls business community. Ramp up of this program will begin this fall. Several targeted courses, such as presentation skills and business writing, have been planned and will be executed in 2019. Registration by the general public will be made available through open enrollment. Customized engagements, where a specific curriculum is designed in collaboration with a particular business partner, will follow shortly thereafter.

Our commitment to community education and lifelong learning will continue going forward. Membership numbers for the Osher Lifelong Learning Institute (OLLI), which has been in place in Sioux Falls since 2007, will be monitored. OLLI provides lifelong learning opportunities for community members aged 50 and older. It has been highly successful, with over 1,000 members across six communities in South Dakota, including Sioux Falls, Brookings, Vermillion, Chamberlain, Pierre and De Smet.

Partnerships have been, and always will be, the key for success for CCSF. Unique collaborations among USD, DSU and SDSU lay the groundwork. Relationships between Board of Regents universities and Technical Institutes, such as STI, have the potential to improve and strengthen perceptions of higher education in the State. Clear pathways from school districts to postsecondary institutions provide opportunity for young students and the circle of public (City) and private (Business) partners completes the picture for nontraditional students.

Thank you for the opportunity to present this information. We remain excited about the Community College for Sioux Falls and committed to the partnerships that will lead to a very bright future for the community and the State of South Dakota.

Respectfully submitted,

Sheila K. Gestring,
President
University of South Dakota

Attachments:
1 – CCSF Overhead Rate Comparison
2 – UCSF FY13-FY18 for JCA
3 – CCSF Comparison with Tech School Programs
4 – CCSF JCA Metrics

Attachment 1 - CCSF Overhead Rate Comparison

Overhead Rate Comparison between the Community College for Sioux Falls and Other USD Colleges

The proposed overhead rate for the Community College for Sioux Falls (CCSF), as well as the overhead rate charged to other colleges and schools located on the Vermillion campus, are determined based upon services utilized. The following narrative will detail where the CCSF utilizes USD services versus when the CCSF provides (and directly pays for) services from its own operating budget.

Central Administration

The colleges and schools pay a percentage of the costs of Central Administration based on their percent of total budgeted expenditures for the upcoming fiscal year.

All USD colleges and schools pay a percentage of the costs of Central Administration based on the applicable percentage of budgeted expenditures. The overhead rate charged to the Community College for Sioux Falls is 6.28%, which includes areas such as the President's Office, EEO/Title IX, Accounting, Budget Office, Financial Services, Enrollment Services, Marketing and University Relations.

Campus-based colleges and schools are charged an additional 4% for other central administration services including grants accounting, international student office, work study, institutional memberships, etc. CCSF either does not utilize these services or pays costs directly.

Purchasing/Auxiliary Services

All USD colleges and schools pay a percentage of the costs of Purchasing/Auxiliary Services based on the applicable percentage of budgeted expenditures. The Purchasing/Auxiliary Services rate charged to CCSF and campus-based colleges and schools is 0.51%.

Other Auxiliary Services are charged to other colleges and schools for services related to the USD Copy Center, Postal Services and Office Stores (.12%). CCSF does not utilize these campus-based services and covers associated costs through its operating budget.

Academic Affairs

Academic Affairs costs are allocated based on a weighted average of faculty and student FTE. Weights assigned to each of the categories below are as follows:
- Faculty: 1.0
- Undergraduate Students: 0.5
- Graduate Students: 0.25
- Law, OT, PT, & PA: 0.1
- Med: 0.05

Attachment 1 - CCSF Overhead Rate Comparison

The Academic Affairs rate for services related to the Registrar's Office and the Office of Academic Affairs is 1.18% which is charged to both Vermillion campus colleges and schools and the CCSF.

The Vermillion campus colleges and schools also pay an additional 2.12% for services received from Academic & Career Planning, Center for Academic & Global Engagement, Graduate School, Honors, Center for Teaching & Learning and Undergraduate Research. CCSF is not afforded these services and either does not offer the above or pays directly (for example, career services are provided by staff in the CCSF operating budget).

Human Resources

All colleges and schools, including CCSF, are assessed Human Resources costs. Those costs are allocated based on the relative proportion of full-time equivalent faculty and staff.

Online Education

Vermillion based colleges and schools delivering online education are allocated costs associated with online course offerings. Costs are allocated based on the online, self-support credit hours taught in the immediately preceding year. These costs are not allocated to the CCSF as there are no online courses delivered from CCSF.

Facilities Management

The Facilities Management assessment is comprised of the following areas: Grounds & Custodial Services, Planning & Construction, Operations & Maintenance (to include electrical, mechanical and structural support of facilities), FM Business Services, University Police Department and Environmental Health & Safety. Facilities Management costs are allocated based on a net square footage (NSF) basis.

The Facilities Management rate charged to Vermillion based colleges and schools is 5.14%. Facilities Management costs are not assessed at the Community College for Sioux Falls because facilities management costs are paid directly by CCSF from their operating budget and no services from the Vermillion campus are provided.

Information Technology Services (ITS)

ITS costs are assessed based on their proportion of total faculty, staff and student full-time equivalents.

Vermillion campus colleges and schools pay Information Technology Services (ITS) costs at a rate of 3.98%. The 3.98% includes campus-based services such as a desktop team, classroom technology support, AV/IT services in Vermillion, etc.

Attachment 1 - CCSF Overhead Rate Comparison

The campus-based colleges and schools, as well as CCSF, pay .69% for system level services such as the ERP Banner system, learning management software (D2L), web-based student registration, etc.

Library

The overhead rate charged to Vermillion campus colleges and schools for the Library is 2.99%. Library costs are not allocated to the Community College for Sioux Falls from the USD campus due to the physically separate location from the Vermillion campus. CCSF library services are provided on site in Sioux Falls.

Vermillion based colleges and schools are assessed these costs based on a weighted average of faculty and student FTE. Weights are as follows:
- Faculty: 1.0
- Undergraduate Students: 0.1
- Graduate Students: 0.25
- Law, OT, PT, & PA: 0.1
- Med: 0.05

The difference in the FTE weighting is due to requirements to operate libraries specifically to serve the School of Law and Sanford School of Medicine (paid for directly by the applicable school).

Office of Research & Sponsored Programs (ORSP)

The Vermillion campus colleges and schools pay for services in administering externally awarded grants and contracts. The costs associated with the Office of Research and Sponsored Programs are assessed based on the applicable percentage of budgeted expenditures. CCSF does not utilize the services of ORSP.

Student Support Services

Vermillion campus colleges and schools are allocated costs of student support services such as student counseling, ADA accommodations, and campus student programing and many more campus-based services. The CCSF is not afforded these services and therefore is not assessed the applicable overhead rate, with the exception of ADA accommodations. ADA accommodations for CCSF are traditionally provided by CCSF operating budget directly and therefore are not assessed a charge from the main campus.

Costs are assessed based on a weighted average of undergraduate and graduate student FTE. Undergraduate students have access to a larger array of student support services and are assigned a weight of 1.0 per full-time equivalent student.   Graduate students are weighted at .25 per full-time equivalent student due to fewer graduate student specific services.

Attachment 1 - CCSF Overhead Rate Comparison

Summary Chart

Below is a chart summarizing each of the support centers described above and compares the overhead rates charged to the colleges along with the proposed overhead rate for the Community College for Sioux Falls (CCSF).

Support Center	USD	CCSF
President's office, EEO/Title IX, Accounting, Budget Office, Financial Services, Enrollment Services, Marketing & University Relations	6.28%	6.28%
Other central administration (grants accounting, international student office, work study, institutional memberships, etc.)	4.00%	0.00%
Purchasing/Auxiliary Services	0.51%	0.51%
Other Auxiliary Services (Copy Center, Postal Services, Office Stores)	0.12%	0.00%
Academic Affairs (Curricular oversight, academic program reviews, etc.)	1.18%	1.18%
Other Academic Affairs (Academic & Career Planning, Center for Academic & Global Engagement, Graduate School, Honors, Center for Teaching & Learning and Undergraduate Research)	2.12%	0.00%
Human Resources	0.77%	0.77%
Online Education	3.54%	0.00%
Facilities Management	5.14%	0.00%
Information Technology Services	3.98%	0.00%
Information Technology Services (system software such as banner, student web based registration and learning management systems)	0.69%	0.69%
Library	2.99%	0.00%
Office of Research & Sponsored Programs	1.10%	0.00%
Student Support	1.20%	0.00%
Total Overhead Rate	**33.62%**	**9.43%**

University Center Sioux Falls

	FY13	FY14	FY15	FY16	FY17	FY18
Total Credits Generated	29,144	27,330	22,436	18,256	15,659	16,045
Students Served	2,802	2,557	2,106	1,791	1,571	1,526
REVENUES						
Campus Tuition (net of HEFF)						
USD	$2,184,743	$1,912,128	$1,966,622	$1,773,417	$2,054,204	$2,351,615
SDSU	$2,838,547	$2,894,828	$2,791,448	$2,358,538	$1,627,519	$1,414,674
DSU	$1,318,768	$1,300,294	$1,316,594	$1,143,250	$674,520	$565,441
Other Campuses	$30,456	$6,404	$6,235	$10,428	$0	$0
Total Tuition Generated by the Campuses	$6,372,514	$6,113,654	$6,080,899	$5,285,633	$4,356,243	$4,331,730
Other Revenue						
Rentals	$272,529	$254,975	$273,702	$263,505	$229,155	$206,078
Testing Services	$7,621	$6,411	$5,328	$85,559	$47,858	$54,791
Auxiliary Operations	$177,955	$147,721	$181,407	$102,060	$320,115	$198,948
Total Other Revenue	$458,105	$409,107	$460,437	$451,124	$597,128	$459,817
Total Revenues	**$6,830,619**	**$6,522,761**	**$6,541,336**	**$5,736,757**	**$4,953,371**	**$4,791,547**

	FY13	FY14	FY15	FY16	FY17	FY18
EXPENSES						
Campus Instructional Costs						
USD	$1,132,295	$1,089,262	$925,662	$777,456	$650,790	$760,099
SDSU	$1,276,274	$1,314,656	$1,220,975	$1,176,371	$542,694	$497,554
DSU	$568,418	$525,309	$443,535	$427,493	$398,922	$272,217
Other Campuses	$31,793	$3,524	$2,875	$8,631	$0	$0
Total Campus Instructional Costs	$3,008,780	$2,932,751	$2,593,047	$2,389,951	$1,592,406	$1,529,871
UCSF Operating Costs						
USD	$1,070,961	$766,336	$553,799	$697,625	$977,697	$1,122,113
SDSU	$1,346,472	$1,111,768	$946,506	$897,553	$977,697	$1,122,113
DSU	$709,754	$553,719	$567,637	$572,103	$266,645	$306,031
Other Campuses	$0	$2,038	($2,360)	($3,109)	$0	$0
UCSF	$73,822	$400,818	$470,627	$330,447	$664,869	$356,214
Total UCSF Operating Costs	$3,201,009	$2,834,679	$2,536,209	$2,494,619	$2,886,908	$2,906,469
Overhead						
USD	$206,021	$180,314	$185,452	$167,233	$193,711	$221,757
SDSU	$267,675	$272,982	$263,234	$222,410	$153,475	$133,404
DSU	$124,360	$122,618	$124,155	$107,808	$63,607	$53,321
Other Campuses	$2,872	$604	$588	$983	$0	$0
Total Overhead	$600,928	$576,518	$573,429	$498,435	$410,794	$408,482
Total Expenses with Overhead	**$6,810,717**	**$6,343,948**	**$5,702,685**	**$5,383,005**	**$4,890,108**	**$4,844,822**
Net Revenue after Overhead						
USD	($224,534)	($123,784)	$301,709	$131,103	$232,006	$247,646
SDSU	($51,874)	$195,422	$360,733	$62,204	($46,347)	($338,397)
DSU	($83,764)	$98,648	$181,267	$35,846	($54,655)	($66,128)
Other Campuses	($4,209)	$238	$5,132	$3,923	$0	$0
UCSF	$384,283	$8,289	($10,190)	$120,677	($67,741)	$103,603
Total Net Revenue after Overhead	**$19,902**	**$178,814**	**$838,651**	**$353,752**	**$63,263**	**($53,275)**
Six Year Cumulative Net Revenue						*$1,401,106*

	FY13	FY14	FY15	FY16	FY17	FY18

USD - University Center Sioux Falls
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$2,184,743	$1,912,128	$1,966,622	$1,773,417	$2,054,204	$2,351,615
Rentals	$0	$0	$0	$0	$0	$0
Testing Services	$0	$0	$0	$0	$0	$0
Auxiliary Operations	$0	$0	$0	$0	$0	$0
Total Revenues	$2,184,743	$1,912,128	$1,966,622	$1,773,417	$2,054,204	$2,351,615
Expenses						
Instructional Costs	$1,132,295	$1,089,262	$925,662	$777,456	$650,790	$760,099
UCSF Operating Costs	$1,070,961	$766,336	$553,799	$697,625	$977,697	$1,122,113
Total Expenses	$2,203,256	$1,855,598	$1,479,461	$1,475,081	$1,628,487	$1,882,212
Overhead	$206,021	$180,314	$185,452	$167,233	$193,711	$221,757
Net Revenue After Overhead	($224,534)	($123,784)	$301,709	$131,103	$232,006	$247,646

	FY13	FY14	FY15	FY16	FY17	FY18

SDSU - University Center Sioux Falls
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$2,838,547	$2,894,828	$2,791,448	$2,358,538	$1,627,519	$1,414,674
Rentals	$0	$0	$0	$0	$0	$0
Testing Services	$0	$0	$0	$0	$0	$0
Auxiliary Operations	$0	$0	$0	$0	$0	$0
Total Revenues	$2,838,547	$2,894,828	$2,791,448	$2,358,538	$1,627,519	$1,414,674
Expenses						
Instructional Costs	$1,276,274	$1,314,656	$1,220,975	$1,176,371	$542,694	$497,554
UCSF Operating Costs	$1,346,472	$1,111,768	$946,506	$897,553	$977,697	$1,122,113
Total Expenses	$2,622,746	$2,426,424	$2,167,481	$2,073,924	$1,520,391	$1,619,667
Overhead	$267,675	$272,982	$263,234	$222,410	$153,475	$133,404
Net Revenue After Overhead	($51,874)	$195,422	$360,733	$62,204	($46,347)	($338,397)

	FY13	FY14	FY15	FY16	FY17	FY18

DSU - University Center Sioux Falls
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$1,318,768	$1,300,294	$1,316,594	$1,143,250	$674,520	$565,441
Rentals	$0	$0	$0	$0	$0	$0
Testing Services	$0	$0	$0	$0	$0	$0
Auxiliary Operations	$0	$0	$0	$0	$0	$0
Total Revenues	$1,318,768	$1,300,294	$1,316,594	$1,143,250	$674,520	$565,441
Expenses						
Instructional Costs	$568,418	$525,309	$443,535	$427,493	$398,922	$272,217
UCSF Operating Costs	$709,754	$553,719	$567,637	$572,103	$266,645	$306,031
Total Expenses	$1,278,172	$1,079,028	$1,011,172	$999,596	$665,567	$578,248
Overhead	$124,360	$122,618	$124,155	$107,808	$63,607	$53,321
Net Revenue After Overhead	($83,764)	$98,648	$181,267	$35,846	($54,655)	($66,128)

	FY13	FY14	FY15	FY16	FY17	FY18

Other Campuses - University Center Sioux Falls
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$30,456	$6,404	$6,235	$10,428	$0	$0
Rentals	$0	$0	$0	$0	$0	$0
Testing Services	$0	$0	$0	$0	$0	$0
Auxiliary Operations	$0	$0	$0	$0	$0	$0
Total Revenues	$30,456	$6,404	$6,235	$10,428	$0	$0
Expenses						
Instructional Costs	$31,793	$3,524	$2,875	$8,631	$0	$0
UCSF Operating Costs	$0	$2,038	($2,360)	($3,109)	$0	$0
Total Expenses	$31,793	$5,562	$515	$5,522	$0	$0
Overhead	$2,872	$604	$588	$983	$0	$0
Net Revenue After Overhead	($4,209)	$238	$5,132	$3,923	$0	$0

	FY13	FY14	FY15	FY16	FY17	FY18

UC Specific - University Center Sioux Falls
Operating Statement for Fiscal Year Ended June 30

	Actual	Actual	Actual	Actual	Actual	Actual
	FY13	FY14	FY15	FY16	FY17	FY18
Revenues						
Tuition Revenue (Net of HEFF)	$0	$0	$0	$0	$0	$0
Rentals	$272,529	$254,975	$273,702	$263,505	$229,155	$206,078
Testing Services	$7,621	$6,411	$5,328	$85,559	$47,858	$54,791
Auxiliary Operations	$177,955	$147,721	$181,407	$102,060	$320,115	$198,948
Total Revenues	$458,105	$409,107	$460,437	$451,124	$597,128	$459,817
Expenses						
Instructional Costs	$0	$0	$0	$0	$0	$0
UCSF Operating Costs	$73,822	$400,818	$470,627	$330,447	$664,869	$356,214
Total Expenses	$73,822	$400,818	$470,627	$330,447	$664,869	$356,214
Overhead	$0	$0	$0	$0	$0	$0
Net Revenue After Overhead	$384,283	$8,289	($10,190)	$120,677	($67,741)	$103,603

Degree Program	LEVEL	STI	MTI	LATI	WDTI	DSU (in Sioux Falls)	SDSU (in Sioux Falls)	USD (USD CCSF)
Accelerated Nursing	BS						x	
Accounting	AAS	x	x		x			
Accounting	BBA							x
Administrative Assistant / Office Specialist	AAS	x	x					
Administrative Office Specialist	Diploma		x					
Advanced Medical Imaging	Certificate		x					
Agricultural Business	AAS		x					
Agriculture: Various Options	AAS			x				
Agronomy	AAS		x					
Allied Health	AAS				x			
Animal Science	AAS		x					
Architectural Engineering Technology / Design & Building Construction	AAS	x	x					
Automation Engineering Technology / Controls / SCADA	AAS		x					
Automotive Technology	Diploma	x						
Automotive Technology: Light Duty Diesel	Certificate			x				
Automotive Technology: Various Options	AAS	x		x	x			
Aviation Maintenance Technology	AAS			x				
Aviation Maintenance Technology	Diploma			x				
Aviation: Professional Fixed Wing Pilot	AAS			x				
Biomedical Engineering	BS							x
Biomedical Engineering	MS							x
Biomedical Engineering	PhD							x
Bookkeeping	Certificate	x						
Bookkeeping	Diploma	x			x			
Building Trades Technology	AAS			x				
Business Administration	BBA							x
Business Associate: Various Options	AAS	x	x	x	x			
Business Management	AS					x		
Business: Various Options	Certificate				x			
Business: Various Options	Diploma				x			
Cardiac Sonography	AAS	x						
Certified Dental Assistant	AAS			x				
Certified Dental Assistant	Diploma			x				
Certified Nursing Assistant	Certificate	x						
Civil Engineering Technology	AAS	x						
Collision Repair & Refinish Technology	AAS	x						
Collision Repair & Refinish Technology	Diploma	x						
Communication and Leadership	Certificate							x
Community Health Care Worker	Certificate			x				

Degree Program	LEVEL	STI	MTI	LATI	WDTI	DSU (in Sioux Falls)	SDSU (in Sioux Falls)	USD (USD CCSF)
Community Health Care Worker	Diploma			x				
Community Health Care Worker: Advanced	AAS			x				
Computer Information Systems: Various Options	AAS			x				
Computer Science	BS					x		
Computer Science / Programming	AAS	x			x			
Computer Support	Certificate	x						
Computer Technician	Diploma	x						
Computer-Aided Design	AAS				x			
Construction Management Technology	AAS	x						
Construction Technology	Diploma				x			
Cosmetology	Diploma			x				
Criminal Justice	BA / BS							x
Criminal Justice: Various Options	AAS				x			
Culinary	AAS		x					
Culinary	Diploma		x					
Custom Paint and Fabrication	AAS			x				
Custom Paint and Fabrication	Diploma			x				
Cyber Defense	MS					x		
Cyber Operations	BS					x		
Cybersecurity	Certificate					x		
Dental Assisting	Diploma	x			x			
Diagnostic Medical Sonography	AAS	x						
Diesel Technology	Diploma	x						
Diesel Technology: Various Options	AAS	x	x	x	x			
Digital Media Production Technology	AAS	x						
Drafting and Machining Technology	AAS				x			
Early Childhood Specialist	AAS	x						
Early Childhood Support	Diploma	x						
Economics	BA / BS / BBA							x
Electrician / Electrical Trades / Maintenance / Utilities / Electronic Systems	AAS	x	x	x	x			
ElectroNeuroDiagnostic Technology	AAS	x						
Emergency Medical Technician	Certificate			x	x			
Energy Operations / Technology	AAS			x				
Entrepreneurship	AAS	x						
Environmental Technology	Diploma			x				
Environmental Technology / Technician	AAS			x	x			
Farm & Ranch Management	AAS				x			
Farm/Ranch Management	Certificate		x					
Finance	BBA							x

Degree Program	LEVEL	STI	MTI	LATI	WDTI	DSU (in Sioux Falls)	SDSU (in Sioux Falls)	USD (USD CCSF)
Financial Services: Various Options	AAS	x		x				
General Management	MBA					x		
General Studies	AA							x
General Studies	BGS							x
Geographical Information Systems	Certificate						x	
GPS GIS Mapping Technology	Diploma		x					
Graphic and Web Design	AA							x
Graphic Design	Certificate							x
Graphic Media Design Technology	AAS	x						
Health Information Administration	BS					x		
Health Information Management	Diploma				x			
Health Information Management: Coding	AAS				x			
Health Information Technology	AS				x			
Health Sciences	BS							x
Healthcare Analytics	Certificate							x
Healthcare Coding	Certificate					x		
Healthcare Leadership	AAS	x						
Healthcare Leadership	Certificate							x
Healthcare Office Specialist	Diploma	x						
Heating & Cooling Technology	AAS		x					
Heating & Cooling Technology	Diploma		x					
Heavy Equipment Operator	AAS			x				
Heavy Equipment Operator	Diploma			x				
High Performance Engine Machinist	AAS			x				
Horticulture Technology	AAS	x						
Human Development and Family Studies	AS						x	
Human Development and Family Studies	BS						x	
Human Services Technician: Various Options	AAS		x	x				
Human Services Technician: Various Options	Diploma			x				
HVAC/Refrigeration Technology	AAS	x			x			
Information Systems	MS					x		
Information Systems	BS					x		
Information Systems Technology	Diploma		x					
Information Systems Technology / Security	AAS	x	x					
Integrated Science	AS							x
Invasive Cardiovascular Technology	AAS	x						
Java Programming	Certificate	x						
Laboratory Science	Certificate							x
Land Surveying Science Technology	AAS	x						

Degree Program	LEVEL	STI	MTI	LATI	WDTI	DSU (in Sioux Falls)	SDSU (in Sioux Falls)	USD (USD CCSF)
Law Enforcement	AAS	x		x				
Leadership Studies	Certificate		x					
Library Technician	AAS				x			
Library Technician	Diploma				x			
Licensed Practical Nursing / Practical Nursing	Diploma	x	x	x	x			
Management	BBA							x
Management	Certificate							x
Manufacturing Technology	AS						x	
Marketing	BBA							x
Marketing: Various Options	AAS	x						
Mechanical Engineering Technology	AAS	x						
Mechatronics Technology	AAS	x						
Med/Fire Rescue: Paramedic	Diploma			x				
Med/Fire Rescue: Various Options	AAS			x				
Medical Assistant / Assisting	AAS		x	x				
Medical Assistant / Assisting	Diploma	x			x			
Medical Assisting	Certificate				x			
Medical Coding: Professional and Facility	AAS	x						
Medical Coding: Professional Services	Diploma	x						
Medical Laboratory Technician / Technology	AAS		x	x	x			
Medical Office Professional	AAS		x					
Natural Gas Technology	Diploma		x					
Network Administrator	AAS	x						
Network and Security Administration	AS				x			
Network Security Administration	Certificate				x			
Network Support	Certificate	x						
Nursing	MS						x	
Nursing	PhD						x	
Nursing	BS						x	x
Nursing Practice	DNP						x	
Occupational Therapy Assistant	AAS			x				
Office Assistant	Diploma	x						
Paramedic	AAS				x			
Paramedic	Certificate				x			
Personnel Supervision	Certificate							x
Pharmacy Technician	Diploma	x			x			
Phlebotomy	Certificate				x			
Phlebotomy/Laboratory Assistant	Diploma	x			x			
Physical Therapy Assistant	AAS			x				

Degree Program	LEVEL	STI	MTI	LATI	WDTI	DSU (in Sioux Falls)	SDSU (in Sioux Falls)	USD (USD CCSF)
Plumbing Technology	Certificate				x			
Plumbing/Mechanical Systems Technology	Diploma	x			x			
Power Line Construction and Maintenance	Diploma		x					
Power Line Registered Apprenticeship	Certificate		x					
Power Sports & Marine Technology	Diploma		x					
Power Sports & Marine Technology: Various Options	AAS		x					
Precision Ag Technology	AAS		x					
Precision Machining	AAS			x				
Precision Machining Technology	Diploma				x			
Professional Truck Driving	Certificate		x					
Psychology	BS						x	
Radiation Therapy / Radiologic Technology	AAS		x					
Real Estate Pre-Licensing	Certificate	x						
Registered Nurse / Registered Nursing	AAS	x		x	x			
Regulatory Affairs	Certificate							x
Residential Heating & Air Conditioning Technology	Diploma	x						
Respiratory Care	AS					x		
Respiratory Care	BS					x		
Robotics: Various Options	AAS			x				
Small Business Entrepreneurship	Certificate							x
Small Business Management	AAS		x					
Small Business Management	Diploma		x					
Social Media	Certificate		x					
Sociology	BS						x	
Software Development	AS					x		
Software Development	Certificate					x		
Software Support Specialist	Diploma	x						
Speech- Language Pathology Assistant	AAS		x					
Sports Turf Management	AAS	x						
Surgical Technology	AAS	x			x			
System Administrator	AAS	x						
Technical Leadership	BS							x
Technical Studies	AAS	x	x		x			
Telecommunications	AAS		x					
Utilities Technology	AAS		x					
Vascular Sonography	AAS	x						
Veterinary Assistant	Diploma	x						
Veterinary Technician	AAS	x						
Web Design	Certificate							x

Degree Program	LEVEL	STI	MTI	LATI	WDTI	DSU (in Sioux Falls)	SDSU (in Sioux Falls)	USD (USD CCSF)
Web Development	AS					x		
Web Programming	Certificate	x						
Welding	Certificate	x						
Welding: Various Options	Diploma	x	x	x	x			
Welding: Various Options	AAS		x	x	x			
Wind Turbine Technology	AAS		x					

Attachment 4 - CCSF JCA Metrics

Success Metrics for the Community College for Sioux Falls   **June 2019**

Unduplicated Headcount

Associate of Arts in General Studies (USD Program)

Fall 2018	Fall 2019 Projection	Fall 2020 Goal	Fall 2022 Target
187	160	175	200

Total for credit courses coordinated through CCSF (DSU, SDSU, and USD)

Fall 2018	Fall 2019 Projection	Fall 2020 Goal	Fall 2022 Target
934	800	880	1000

Credit Hours

Total credit hours generated through CCSF (DSU, SDSU, and USD)

FY18	FY19	FY20 (projected)	FY22 (target)
16,045	14,696	14,000	14,280

College Matriculation	**2015-2016**	**Long-term Target**
Sioux Falls Lincoln High School	71.6%	72.0%
Sioux Falls Roosevelt High School	63.5%	67.7%
Sioux Falls Washington High School	63.1%	67.7%
State Average	67.7%	

Headcount for Noncredit Programs	**2017**	**2019**	**2020**	**2022**
Workforce Education				
Professional Development Course Enrollments	0	100	200	300
Customized Engagement Course Enrollments	0	0	30	100
Community Education				
Osher Lifelong Learning Institute Memberships	903	1,080	1,050	1,100

Black Hills State University

1200 University Street, Unit 9505
Spearfish, South Dakota 57799-9505

Acting President

Office Phone: (605) 642-6512
Fax: (605) 642-6055

June 28, 2019

Dear Joint Committee on Appropriations,

Black Hills State University is the oversight university for Black Hills State University – Rapid City (BHSU-RC) and governs the day-to-day operations. BHSU provided 92% of the total credit hours offered at that location in FY18. BHSU-RC is not a degree granting institution, but rather is an extension of BHSU who authorizes all courses, programs, and degrees.

The following information is provided in response to the Letter of Intent Regarding University Center Operations dated May 22, 2019.

- *Produce a new budget unit including actual and projected expenditures and FTE*

  BHSU is concerned about producing a new budget unit, which we are interpreting to mean a separate line in the general bill. Right now, BHSU is a single budget unit under the Board of Regents. If BHSU-RC is established as a separate budget unit, we would not be allowed to move funding or FTE without legislative approval. This would greatly limit our flexibility and efficiency as BHSU-RC is not operated independently from the rest of BHSU. It is really just another department that operates 45 miles from the main campus. The proposal is similar to requesting the Chemistry department be its own budget unit. BHSU-RC is a self-supporting entity. Funds flow from BHSU-RC to BHSU, but do not flow in reverse.

  The Board of Regents Office will also address this item from a system perspective.

- *Provide the overhead rate for the different colleges within the University regarding the Responsibility Centered Management (RCM) model and explain how and why the overhead rate was derived*

  BHSU does not use an RCM model, but has adopted the same indirect rate that USD is using based on your request.

- *Provide an updated GOAC financial statement for the University Center incorporating an RCM model overhead rate for FY13-FY18*

  Financial statements for FY13-FY18 are attached and include a 9.43% overhead rate. BHSU does not use an RCM model.

- *Provide detailed comparison of differences of duplication of degrees, classes, and programs of study between the state's four technical institutes and the University Center*

BHSU-RC	WDT	LATI	MTI	STI
AA, General Studies				
AS, Applied Health Sciences	AAS, Allied Health	AAS, Community Healthcare Worker AAS, Registered Nurse	AAS, Health Services Technician	AAS, Registered Nurse
AS, Business Administration	AAS, Accounting	AAS, Marketing/ Management	AAS, Accounting AAS, Business Management	AAS, Accounting AAS, Business Administration AAS, Financial Services
AS, Human Services		AAS, Activity Technician/Mental Health AAS, Child Development AAS, Developmental Disabilities AAS, Youth Offender		
AS, Tourism and Hospitality Management	AAS, Business and Technology (Hospitality emphasis)			
CERT, Criminal Justice	AAS, Criminal Justice	AAS, Law Enforcement		AAS, Law Enforcement Science

CERT, Entrepreneurial Studies	CERT, Entrepreneurship	AAS, Entrepreneurship		AAS, Entrepreneurship
CERT, Graphic Design				AAS, Graphic Media Design Technology
CERT, Journalism				
CERT, Management				
CERT, Social and Cultural Awareness				
CERT, Social Media	CERT, Business Social Media Marketing		CERT, Social Media	
CERT, Social Resiliency				

- *Provide for two legislators to be on the advisory board as appointed by the co-chairs of the JCA*

  BHRC welcomes the addition of two legislators on the advisory board and looks forward to their input. In fact, the current advisory board includes a position for a local legislator. Although the position is currently vacant, three previous legislators have served on this committee in the past. As soon as the co-chairs of the JCA appoint two new legislators, we will be in contact with them to provide information on the advisory council.

- *Define success and failure by providing goals, metrics, and a timeline outlining the next three years of operations and an exit plan for what happens if failure to obtain the goals and metrics occurs*

  BHSU knows the importance of serving the second largest population center in the State of South Dakota. Our main goal is to provide access in an affordable manner so more South Dakota citizens have access to public education. Goals and metrics are identified below; however, failure to obtain these goals does not require an exit plan as our goal to provide access to education for South Dakota's citizens is successful even with different numbers.

  Goals
  1. Increase Student Retention
  2. Add new workforce relevant programs – both associate's and bachelor's

3. Work with Western Dakota Technical Institute to transition graduates to BHSU-RC for bachelor's degrees
4. Grow enrollment
5. Enhance BOR institution offerings

Metrics

<u>Increase Student Retention</u>
> FY19 – 61% Actual
> FY20 - 62%
> FY21 - 63%
> FY22 - 64%

<u>Increase Student Credit Hours</u>
> FY19 – 13,508 Actual
> FY20 - 14,500
> FY21 - 15,500
> FY22 - 16,500

<u>New Workforce Relevant Program by FY22</u>
> Hospitality and Tourism

<u>New BOR Programs at BHSU</u>
> DSU – Cyber Leadership and Intelligence or Computer Information Systems
> SDSU – Agricultural Science

Sincerely,

Kathy Johnson
Acting President, BHSU

cc: Dr. Paul Beran, Executive Director, Board of Regents
       Dr. Laurie Nichols, Interim President, BHSU
       Gene Bilodeau, Executive Director, BHSU-RC

Attachment 1 – BHSU-RC FY13-FY18 for JCA

Black Hills State University - Rapid City

	FY13	FY14	FY15	FY16	FY17	FY18
Total Credits Generated	21,582	20,890	19,610	18,409	16,709	15,280
Students Served						
REVENUES						
Campus Tuition (net of HEFF)						
BHSU	$4,999,088	$5,516,017	$5,270,498	$4,687,662	$4,511,842	$4,401,664
SDSU	$389,658	$436,657	$385,708	$336,435	$294,245	$281,459
NSU	$10,302	$9,967	$24,050	$5,355	$0	$0
USD	$524,571	$334,373	$243,032	$150,935	$116,369	$93,599
Total Tuition Generated by the Campuses	$5,923,619	$6,297,014	$5,923,288	$5,180,387	$4,922,456	$4,776,722
Other Revenue						
Rentals	$0	$0	$9,788	$13,272	$24,707	$7,158
Testing Services	$8,571	$7,148	$10,769	$9,398	$8,209	$25,889
Auxiliary Operations	$0	$0	$965	$496	$1,214	$65,664
Total Other Revenue	$8,571	$7,148	$21,522	$23,166	$34,130	$98,711
Total Revenues	**$5,932,190**	**$6,304,162**	**$5,944,810**	**$5,203,553**	**$4,956,586**	**$4,875,433**
EXPENSES						
Campus Instructional Costs						
BHSU	$1,710,406	$1,834,484	$1,700,974	$1,507,625	$1,464,767	$1,469,410
SDSU	$280,762	$295,306	$199,101	$193,660	$174,804	$244,775
NSU	$7,004	$21,890	$37,015	$11,424	$0	$0
USD	$212,580	$128,055	$95,582	$65,302	$40,704	$34,137
Total Campus Instructional Costs	$2,210,752	$2,279,735	$2,032,672	$1,778,011	$1,680,275	$1,748,322
BHSU-RC Operating Costs						
BHSU	$848,626	$1,029,828	$1,214,920	$1,351,841	$1,369,456	$1,219,305
SDSU	$147,384	$126,692	$124,586	$84,099	$98,801	$61,120
NSU	$3,238	$17,943	$2,678	$0	$0	$0
USD	$100,282	$100,874	$73,587	$0	$0	$0
Total BHSU-RC Operating Costs	$1,099,530	$1,275,337	$1,415,771	$1,435,940	$1,468,257	$1,280,425
Overhead						
BHSU	$471,414	$520,160	$498,385	$443,701	$428,237	$423,847
SDSU	$37,553	$41,851	$37,025	$32,255	$28,196	$27,080
NSU	$971	$940	$2,268	$505	$0	$0
USD	$49,467	$31,531	$22,918	$14,233	$10,974	$8,826
Total Overhead	$559,406	$594,482	$560,596	$490,695	$467,406	$459,753
Total Expenses with Overhead	**$3,869,688**	**$4,149,554**	**$4,009,039**	**$3,704,646**	**$3,615,938**	**$3,488,500**
Net Revenue after Overhead						
BHSU	$1,968,642	$2,131,545	$1,870,822	$1,402,044	$1,278,759	$1,382,106
SDSU	($67,470)	($20,044)	$31,915	$32,037	($2,803)	($45,809)
NSU	($911)	($30,806)	($17,911)	($6,574)	$0	$0
USD	$162,242	$73,913	$50,945	$71,400	$64,691	$50,636
Total Net Revenue after Overhead	**$2,062,502**	**$2,154,608**	**$1,935,771**	**$1,498,907**	**$1,340,648**	**$1,386,932**

Six Year Cumulative Net Revenue | | | | | | *$10,379,369*

Attachment 1 – BHSU-RC FY13-FY18 for JCA

BHSU - Rapid City
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$4,999,088	$5,516,017	$5,270,498	$4,687,662	$4,511,842	$4,401,664
Rentals	$0	$0	$9,788	$13,272	$24,707	$7,158
Testing Services	$0	$0	$4,815	$4,278	$4,244	$20,659
Auxiliary Operations	$0	$0	$0	$0	$426	$65,187
Total Revenues	$4,999,088	$5,516,017	$5,285,101	$4,705,212	$4,541,219	$4,494,668
Expenses						
Instructional Costs	$1,710,406	$1,834,484	$1,700,974	$1,507,625	$1,464,767	$1,469,410
BHSU-RC Operating Costs	$848,626	$1,029,828	$1,214,920	$1,351,841	$1,369,456	$1,219,305
Total Expenses	$2,559,032	$2,864,312	$2,915,894	$2,859,466	$2,834,223	$2,688,715
Overhead	$471,414	$520,160	$498,385	$443,701	$428,237	$423,847
Net Revenue After Overhead	$1,968,642	$2,131,545	$1,870,822	$1,402,044	$1,278,759	$1,382,106

SDSU - Rapid City
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$389,658	$436,657	$385,708	$336,435	$294,245	$281,459
Rentals	$0	$0	$0	$0	$0	$0
Testing Services	$8,571	$7,148	$5,954	$5,120	$3,965	$5,230
Auxiliary Operations	$0	$0	$965	$496	$788	$477
Total Revenues	$398,229	$443,805	$392,627	$342,051	$298,998	$287,166
Expenses						
Instructional Costs	$280,762	$295,306	$199,101	$193,660	$174,804	$244,775
BHSU-RC Operating Costs	$147,384	$126,692	$124,586	$84,099	$98,801	$61,120
Total Expenses	$428,146	$421,998	$323,687	$277,759	$273,605	$305,895
Overhead	$37,553	$41,851	$37,025	$32,255	$28,196	$27,080
Net Revenue After Overhead	($67,470)	($20,044)	$31,915	$32,037	($2,803)	($45,809)

Attachment 1 – BHSU-RC FY13-FY18 for JCA

NSU - Rapid City
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$10,302	$9,967	$24,050	$5,355	$0	$0
Rentals	$0	$0	$0	$0	$0	$0
Testing Services	$0	$0	$0	$0	$0	$0
Auxiliary Operations	$0	$0	$0	$0	$0	$0
Total Revenues	$10,302	$9,967	$24,050	$5,355	$0	$0
Expenses						
Instructional Costs	$7,004	$21,890	$37,015	$11,424	$0	$0
BHSU-RC Operating Costs	$3,238	$17,943	$2,678	$0	$0	$0
Total Expenses	$10,242	$39,833	$39,693	$11,424	$0	$0
Overhead	$971	$940	$2,268	$505	$0	$0
Net Revenue After Overhead	($911)	($30,806)	($17,911)	($6,574)	$0	$0

USD - Rapid City
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18
Revenues						
Tuition Revenue (Net of HEFF)	$524,571	$334,373	$243,032	$150,935	$116,369	$93,599
Rentals	$0	$0	$0	$0	$0	$0
Testing Services	$0	$0	$0	$0	$0	$0
Auxiliary Operations	$0	$0	$0	$0	$0	$0
Total Revenues	$524,571	$334,373	$243,032	$150,935	$116,369	$93,599
Expenses						
Instructional Costs	$212,580	$128,055	$95,582	$65,302	$40,704	$34,137
BHSU-RC Operating Costs	$100,282	$100,874	$73,587	$0	$0	$0
Total Expenses	$312,862	$228,929	$169,169	$65,302	$40,704	$34,137
Overhead	$49,467	$31,531	$22,918	$14,233	$10,974	$8,826
Net Revenue After Overhead	$162,242	$73,913	$50,945	$71,400	$64,691	$50,636