

Minutes Compiled by Rachel Abraham and Alex Reichsfeld  
**1st General Meeting Minutes:**

***Important High lights from 1st General Meeting:***

- *Expense breakdown for both Campus Recreation and Campus Health*
- *Campus Recreation Construction/Fundraising*
- *Revisit bylaws regarding length of time one can serve in his/her position (currently 3 semesters)*
- *Send out monthly newsletters to inform board members as to what Campus Recreation and*
- *Campus Health is up to*
- *Look out for Doodle Poll with regards to 2nd General Board Meeting*
- *Next meeting to occur before mid-January 2017*

Thanks for the fantastic first meeting everyone, everything went really smoothly and we had a great level of input from everyone. These minutes should serve as a general recap of the progression of the meeting and the various items that were discussed/presented.

**Campus Recreation Tour:**

- First of all, thanks Austin for the tour of the Rec center it was great to see all the different services and areas that we have available for students.
  - The pool is heated! So don't let winter keep you out of the water
  - If anyone has any additional questions about the Rec center and what is available, Austin can fill you in.

**R.A.C. Representative Selected**

- Congratulations Rom for being selected to be our R.A.C representative!

**General Feedback:**

- Interested in ways we can spread a better awareness of the services that are being offered by the rec center and campus health.
- Alex is currently working on creating a directory of campus services, with SHAC, that can be accessible within the dorms and hopefully handed out at new student orientations.
- A board member inquired about the relation between the Rec Center and Campus Athletics.
  - They are separate entities, the Rec center was created with the purpose of giving students outside of NCAA Athletics their own services and space.
  - The only shared facility is Bear Down field, but UA Athletics paid for the new turf on the field so campus rec allows them to use it without charge.
    - Otherwise, UA Athletics typically pays rent when using Campus Rec facilities.
  - Tennis courts are now available from sun-up to sun-down, with separate space for students.

## **Open Discussion:**

- The Board Agrees that it should continue to provide the orientation session for future boards – all Board member comments were favorable even recognizing the 4-hour Saturday commitment.

## **FY17 Budget Presentations:**

- *Campus Health Service:*
  - Total revenue projected to be a little over \$14 mil for the Campus Health Service.
  - This year is estimated to generate a deficit of ~ \$1 mil.
    - Excess funds from previous years will cover the deficit – Fund Balance.
    - Excess revenue isn't fully accounted for.
      - Occurs from things such as unfilled positions, improved billing capabilities and the billing of new insurance carriers.
  - Various insurance carriers have expressed interest in covering campus health usage.
    - Main two are Healthnet and Tricare.
  - Counseling and Psych services (CAPS).
    - Health insurance carriers (UHC/Optum, Healthnet and Tricare) interested in supporting CAPS services in addition to BC/BS (currently).
      - This would create more revenue.
  - *FY17 Budget rundown:*
    - Expenses:
      - Most expenses for both the H&R Fee as well as Local Accounts pertain to salaries.
        - 36% CAPS salary.
        - 27% medical salary.
        - 13% SAEM/AISS Health and Wellness.
        - 9% HPPS Salary.
        - 8% operations.
        - 6% Admin salary.
      - Operations expenses were detailed.
        - Main takeaway is 29% custodial/housekeeping.
        - 28% lab fees.
        - 19% communication/UITs.
        - 11% Point and click maintenance.
          - PnC (Point and Click Solutions, Inc.) is the EHR system that campus health uses to maintain health records, billing, licensure and such.
          - The rate that we pay is negotiated to be extremely low in respect to what would normally be expected for this product.

- System is regarded by the campus health professional and support staff as wonderful and very easy to use.
    - H & R fee is not mandatory for students that live 25 miles from campus or who are currently studying abroad.
    - Must apply for refund.
    - Gave about 200 refunds last year (study abroad, research out of area, etc.)
  - *Campus Recreation Center:*
    - Funded by H&R fee (majority).
      - Program fees.
      - Auxiliary fee (private classes, group fitness).
      - Bond Fee (pays debt on facility).
    - This year's deficit mainly attributed to the locker room renovations.
      - Renovation to create more inclusive space for families and people that aren't comfortable using the binary (men's or women's) locker space
      - Could involve a 5-year loan, but may not be necessary if a fund-raising campaign is entertained.
      - Mostly to be funded out of the reserves.
        - 5 mil from excess.
        - 2.5 mil from fund balance.
    - Campus Rec expenses.
      - Biggest is staffing.
        - 1 M from full-time staff.
        - 842K for student staff.
          - Income goes back to students.
      - 1.2 mil from H&R fee to locker room renovations.
        - Planning a fundraising campaign.
      - 2 loans on Sitton field.
        - One loan in final year.
        - 3 years left on the other.
    - Expanding on the locker room plans.
      - Entirely gutting the locker rooms.
      - Creating a hallway to the pool.
      - Private rooms with a shower and sink.
      - Moving the elevator.
      - Will bring in shower trailers while locker rooms are out of service.
      - Currently expected to take 3-4 months but they want to get it done this summer.
      - Have an idea of the contractor but they haven't hired yet.

**Additional suggestions:**

- Dr. Mcdermott suggested that we lengthen the time that a board member is allowed to serve so that we may incorporate people who wish to stay longer than 3 years.

- This would also require the additional language in the current Governing Document that allows the Student Advisory Board to make changes based upon a 2/3's majority or something similar.
  - Since this would involve revising the Governing Document language, John Lloyd mentioned that there may be an example of a proper way to restructure this in the RAC set of bylaws.
  - Anyone interested should reach out to Austin or Alex.
- Kris was curious if Saturday morning meetings would be appropriate.
  - Suggested the next meeting be before mid-January 2017 since we will be nearing the completion of our FY18 Budget submissions and would appreciate receiving advice from the H&R Fee Student Advisory Board before final submission to our Division leadership.
- Austin inquired on how leadership can better serve the board.
  - Monthly communication updates.

## H&R Meeting 2 Notes

- Welcome Back
- Campus Health Tour
  - Highland commons is comprised of both campus health and the DRC
  - 75K visits/year
    - derived from health visits and CAPS
    - Full pharmacy both RX and OTC
    - Labs can be done on site
    - Radiographs completed on site
      - One visit can equate to multiple visits per person
  - H&R Fee funds services
  - Numerous Departments within the facility
    - Immunization
    - Sports medicine
    - PT
    - Walk in clinic
    - Records
    - Shared facilities with DRC
    - Women's Health
    - 150 employees
- Opportunity to address Board Member Questions or Topics (Moved to end)
  - Campus rec
    - How will minimum wage increase affect student staff?
      - Aprox. \$200,000 increase next year
        - Will grow with law
      - Will come from H&R Fee
    - Will Fees increase to pay for additional wages?
      - Most likely
      - Natural life span of a fee
- Campus Recreation and Health Services Presentations
  - Health Services
    - Overview of revenue and Expenses
      - Breakdown of all expenses and accounts
        - Local
        - H&R Fee
        - Salary and ERE
        - Operations
        - Capital
        - Transfer out → money that is given out to other sections
      - Radiology is sent to 3<sup>rd</sup> party
      - PnC
        - Health record system

- Labs that can't be done in house are sent to Sonora Quest and that is a contracted fee
- Campus Recreation
  - Auxiliary uptake increases in spring
  - Bond fee is tracking up
  - Rest is tracking lower
  - Fund balance is going to locker room renovation
    - One-time expenses
      - Not year-to-year
  - Transfer outs
    - Locker room remodel
    - Sitton field loan
    - Contribution back to student affairs
    -
  - Full time Staff (Employee related expenses)
  - Student employees
  - Operation expenses
  - Custodial staff
    - 9 plus supervisor
    - not included contracted affairs
  - Locker room project
    - As of 1/9 \$450,000 was funded
      - Anticipate for another \$450,000
    - H&R will fund \$1,250,000
    - Auxiliary fee \$700,000
    - Program fee \$300,000
    - Bond fee \$1,000,000
- Questions and answers
- Governing Document Adjustments
  - Adjusting governing document to include specific structure as to how to amend or adjust the document in times of board suggestions
    - Add an amendment to create a vote system by board members
      - Create 2/3 vote by ALL MEMBERS (need not be present at vote)
      - Information will be sent out to non-present members
      - Non present members will have 24hrs to respond with vote
      - If no vote is received, vote is forfeited by that person and all votes received will be tallied
  - 
  - Board Members Tenure – Adjustment Bylaws to extend?
    - Vote was taken and majority voted to change
    - 3 years and on 4<sup>th</sup> year board approval will take place

Completed by Rachel Abraham and Alex Reichsfeld

- Adjourn
  - 90% pass rate

## Campus Recreation FY2017 Health and Wellness/Recreation Fee

### Health and Wellness/Recreation Fee (H&R Fee)

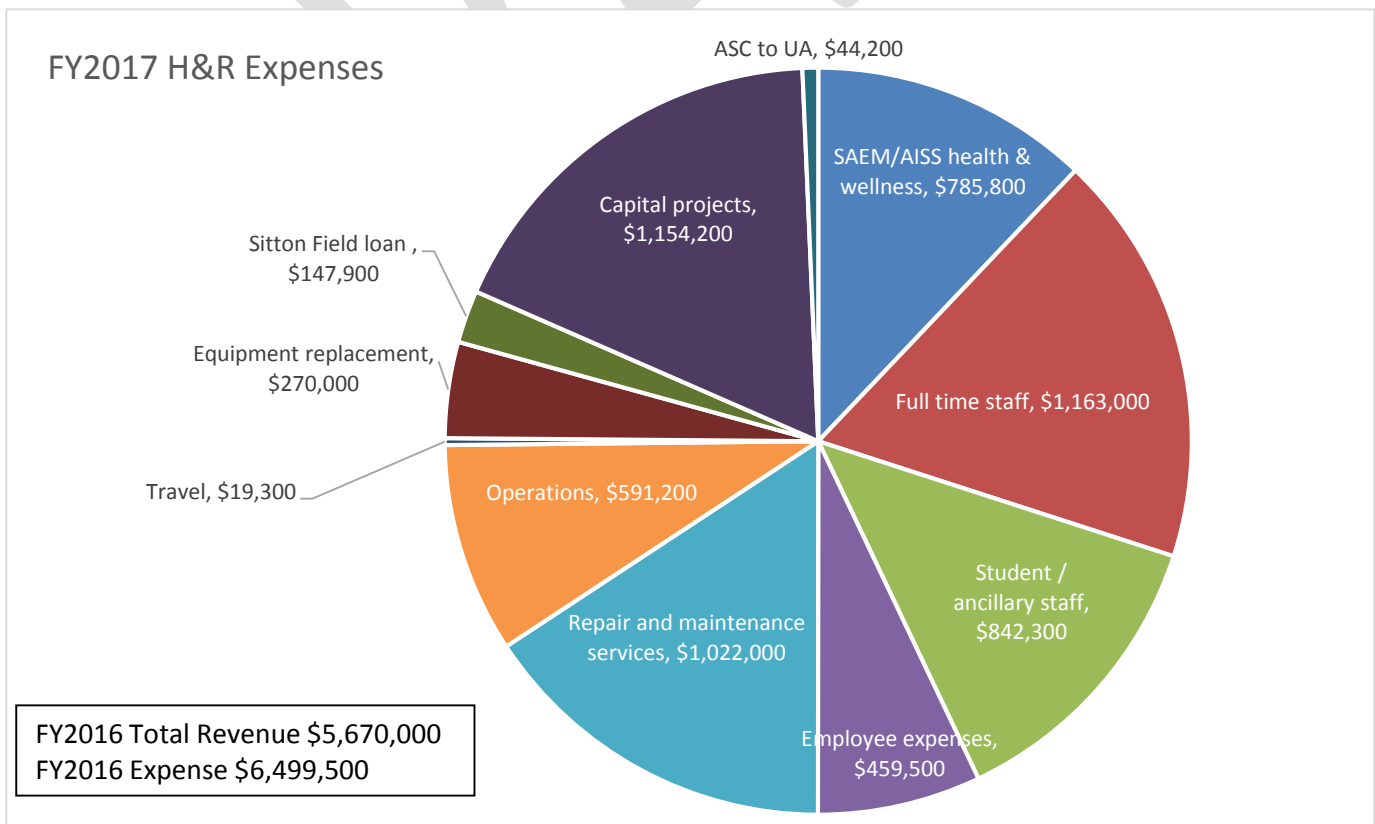
This fee was approved by ABOR in 2010 to ensure that health and recreation services are available to all students. This fee is utilized to provide for Campus Health Services, Campus Recreation Services and various services related to overall student health and wellness on campus. This is a mandatory, non-refundable fee.

Recreation facilities include Bear Down Gym weight room, Recreation Center, Rincon Vista Fields and Pavilion, Robson Tennis Center, Gittings Gym, Bear Down Field and Sitton Field.

Fee assessment: Fall/spring semester, prorated rate summer pre, I and II  
Campus Recreation portion of fee dollars: \$4,884,200 (40%)

### Campus Recreation Fee Use:

- Career staff needed to oversee facilities and overall recreation administration
- Student staff needed to operate facility spaces and provide for safety and security
- Employee related expenses
- Grounds, turf management, facility custodial and maintenance services through Facilities Management
- General facility operations (IT, software, sound system, Direct TV, equipment repair, supplies, laundry, etc.)
- Facility equipment (furniture, A/V, sound systems, etc.) and fitness related equipment replacement (cardio, circuit, weights, benches, etc.)
- Capital projects to renovate or upgrade facility spaces



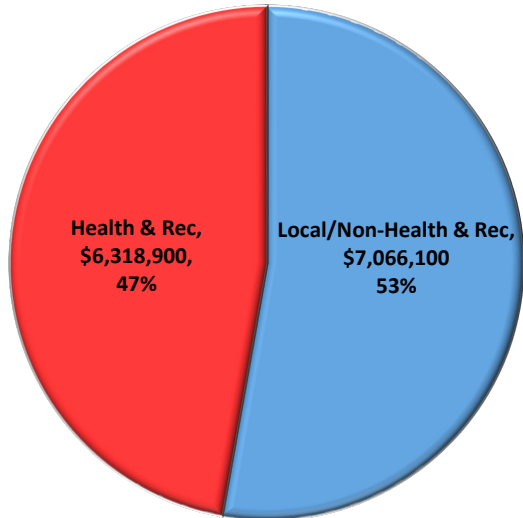


## FY2017 Health and Recreation Fee Use Highlights – Draft Budget

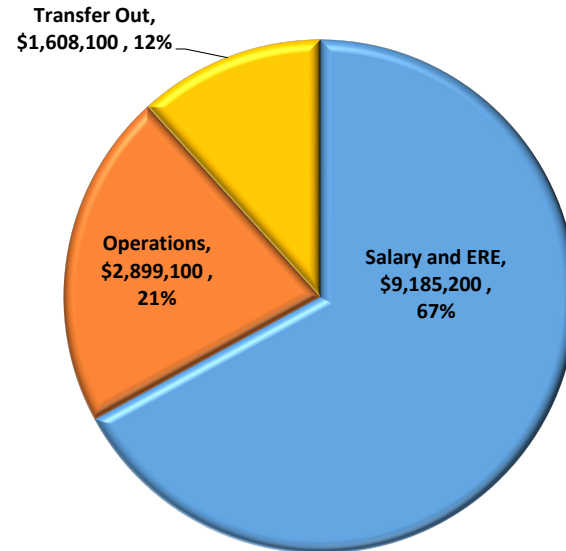
- Facilities:
  - Recreation center facility hours: M-F 6am-midnight and S/Su 8am-midnight
  - Informal recreation times on Sitton Field: M-F 3-6pm
  - Informal recreation times on Bear Down Field: M-F 1-3pm
  - Bear Down Gym locker rooms open 24/7 with swipe in access
  - Robson tennis complex available sunrise to 10:00pm with swipe-in access
  - Smart Moves Studio access to faculty/staff/grad students: M-F 11am-2pm, 4-8pm
- Services:
  - Discounted facility service packages (semester plus pass, etc.): locker and group fitness pass
  - Free weight room orientations
  - Free online orientation videos
  - Free online exercise videos
  - Campus-wide “get moving” programming (*H&R plus program fee*)
  - Free or low cost health and wellness programs (*H&R plus program fee*)
  - Free special events (e.g., Meet Me @the Rec, Rec Resolutions, PAC12 Fitness Challenge, Finals Survival Week, etc.) (*H&R plus program fee*)
- Staffing:
  - Incremental wage increases for student staff
  - Recognized engagement experiences (e.g., hockey marketing, graphic design, marketing assistant, leadership program, etc.)
  - Internship opportunities and class projects partnerships with academic departments
- Ongoing Improvements and Upgrades
  - Complete locker room renovation scheduled for 2017
  - Install sunshades over bouldering wall to increase use time
  - Replaced grass by bouldering wall with artificial turf and added outdoor functional training equipment
  - New functional training equipment throughout weight room
  - UA recreation mobile app in development
  - New charging stations and lounge furniture throughout recreation center
  - Upgraded recreation software and new IM Leagues to improve user interface
  - New platform for digital facility signage
  - Improve TV signals to cardio equipment
- UA RCM Model
  - UA “tax” rate via 1% administrative services fee on expense and 9.5% on revenue
  - Contribution to SAEM/AISS strategic initiative fund and overhead

**Health & Rec and Local/Non-Health & Rec  
Total Revenue and Expenses  
Mid-Year **Projected** for 2015-2016**

**Total Campus Health All Accounts  
Projected for 2015-2016  
\$13,385,000**



**Total Campus Health Expense Breakdown  
Projected for 2015-2016  
\$13,692,400**



**Total Campus Health All Accounts  
2015-2016  
\$13,597,400**

Local/Non-Health & Rec	\$7,066,100	53%
Health & Rec	\$6,318,900	47%
<b>Total</b>	<b>\$13,385,000</b>	<b>100%</b>

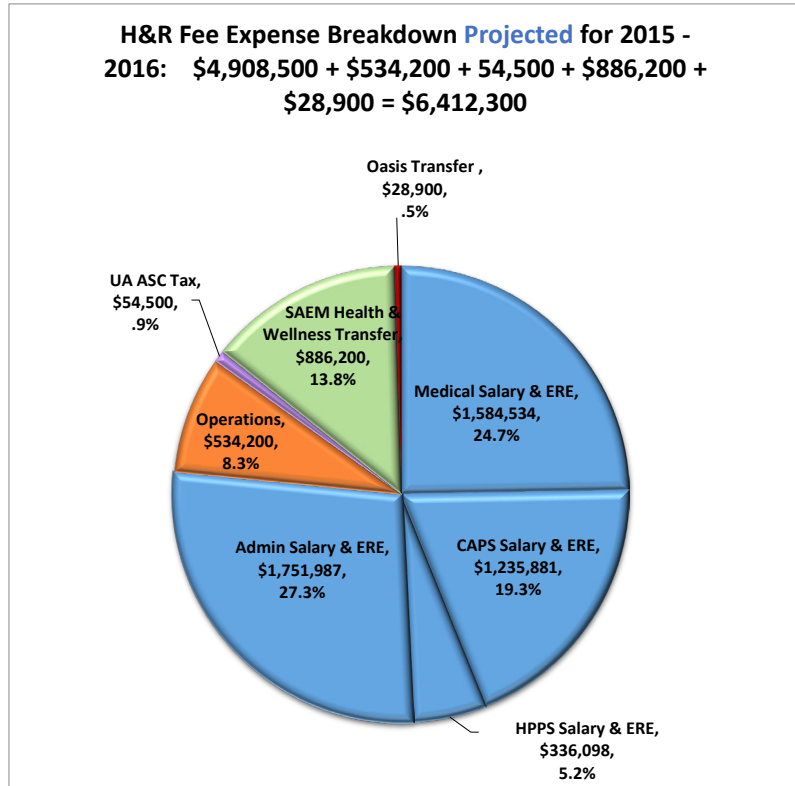
**Total Campus Health Expense Breakdown  
2015-2016**

EXPENSES		
Salary and ERE	\$9,185,200	67%
Operations	\$2,899,100	21%
Capital	\$0	0%
Transfer Out	\$1,608,100	12%
<b>Total H&amp;R Fee</b>	<b>\$13,692,400</b>	<b>100%</b>

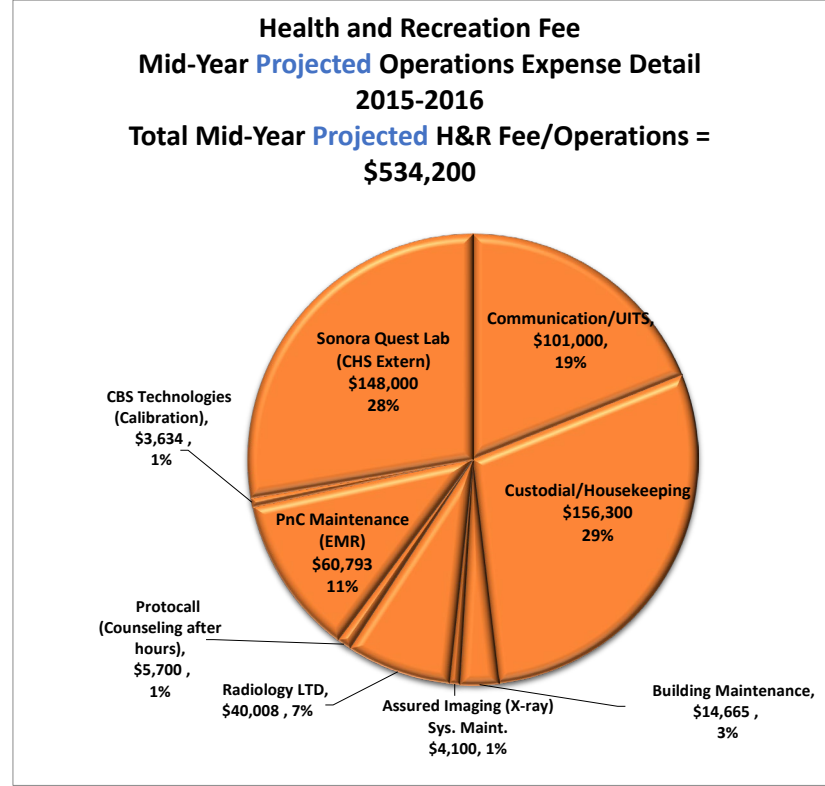
**Net Change \*** (\$307,400)

\* the difference will be supported by our fund balance

**Health & Rec Expense Breakdown**  
**Projected for 2015 - 2016**



**Health & Recreation Fee Breakdown**  
**2015-2016**



**Health & Recreation Fee**  
**Operations Expense Detail**  
**2015-2016**

**REVENUE:**

CHS' Estimated H & R Revenue \*      \$6,318,900  
 \* based on Budget Office projections

**EXPENSES**

Medical Salary & ERE	\$1,584,534	24.7%
CAPS Salary & ERE	\$1,235,881	19.3%
HPPS Salary & ERE	\$336,098	5.2%
Admin Salary & ERE	\$1,751,987	27.3%
Operations	\$534,200	8.3%
UA ASC Tax	\$54,500	0.9%
SAEM Health & Wellness Transfer	\$886,200	13.8%
Oasis Transfer	\$28,900	0.5%
<b>TOTAL EXPENSES</b>	<b>\$6,412,300</b>	<b>100%</b>

ESTIMATED NET CHANGE \*      **(\$93,400)**      **-1.5%**

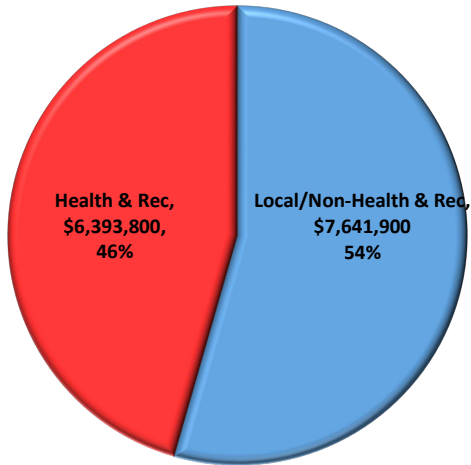
**OPERATIONS:**

Communications/UITs	\$ 101,000	19%
Custodial/Housekeeping	\$ 156,300	29%
Building Maintenance	\$ 14,665	3%
Assured Imaging (X-ray) Sys. Maint.	\$ 4,100	1%
Radiology LTD	\$ 40,008	7%
Protocall (Counseling after hours)	\$ 5,700	1%
PnC Maintenance (EMR)	\$ 60,793	11%
CBS Technologies (Calibration)	\$ 3,634	1%
Sonora Quest Lab (CHS Extern)	\$ 148,000	28%
<b>Total H&amp;R Fee/Operations</b>	<b>\$ 534,200</b>	<b>100%</b>

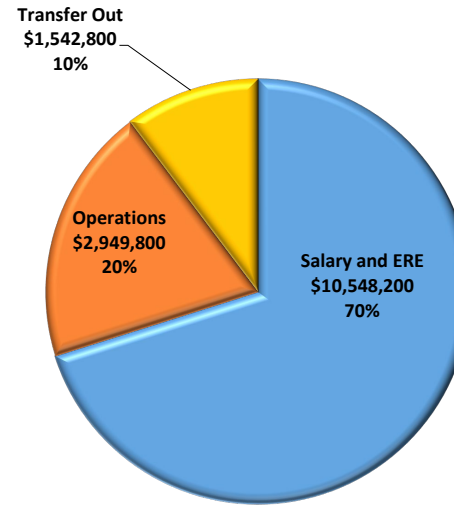
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**Health & Rec and Local/Non-Health & Rec  
Total Revenue and Expenses  
Proposed 2016 - 2017**

**Total Campus Health All Accounts  
Proposed for 2016-2017  
\$14,035,700**



**Total Campus Health Expense Breakdown  
Proposed for 2016-2017  
\$15,040,800**



**Total Campus Health All Accounts  
2016-2017  
\$14,035,700**

Local/Non-Health & Rec	\$7,641,900	54%
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**Total Campus Health Expense Breakdown  
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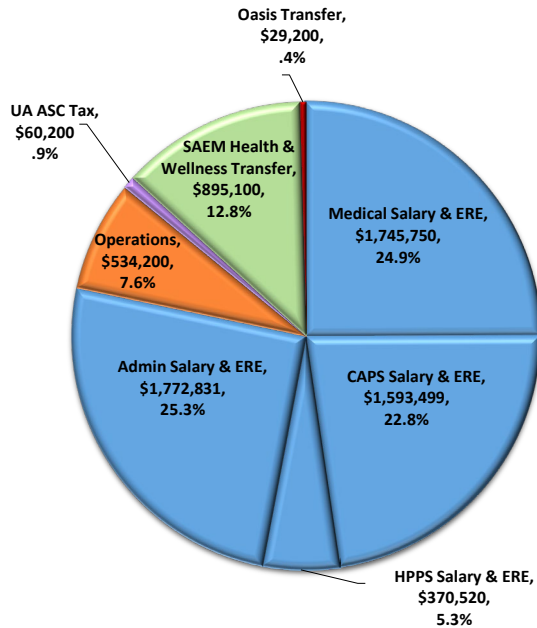
EXPENSES		
Salary and ERE	\$10,548,200	70%
Operations	\$2,949,800	20%
Capital	\$0	0%
Transfer out	\$1,542,800	10%
<b>Total H&amp;R Fee</b>	<b>\$15,040,800</b>	<b>100%</b>

**Net Change \*** (\$1,005,100)

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**Health & Rec Expense Breakdown**  
Proposed for 2016 - 2017

**H&R Fee Expense Breakdown Proposed for 2016 - 2017:** \$5,482,600 + \$534,200 + \$60,200 + \$895,100 + \$29,200 = \$7,001,300



**Health & Recreation Fee Breakdown**  
2016-2017

**REVENUE:**

CHS' Estimated H & R Revenue *	\$6,393,800
* based on Budget Office projections	

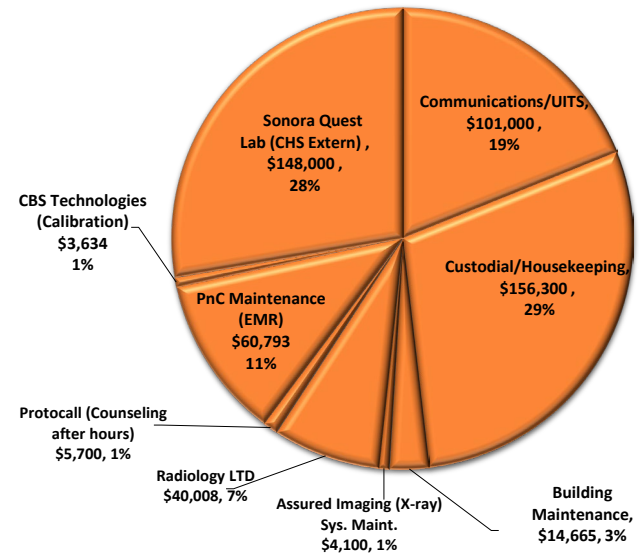
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Admin Salary & ERE	\$1,772,831	25.3%
Operations	\$534,200	7.6%
UA ASC Tax	\$60,200	0.9%
SAEM Health & Wellness Transfer	\$895,100	12.8%
Oasis Transfer	\$29,200	0.4%
<b>TOTAL EXPENSES</b>	<b>\$7,001,300</b>	<b>100%</b>

**ESTIMATED NET CHANGE \*** (\$607,500) -8.7%

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**Health and Recreation Fee**  
**Proposed Operations Expense Detail**  
2016-2017  
Total Proposed H&R Fee/Operations = \$534,200



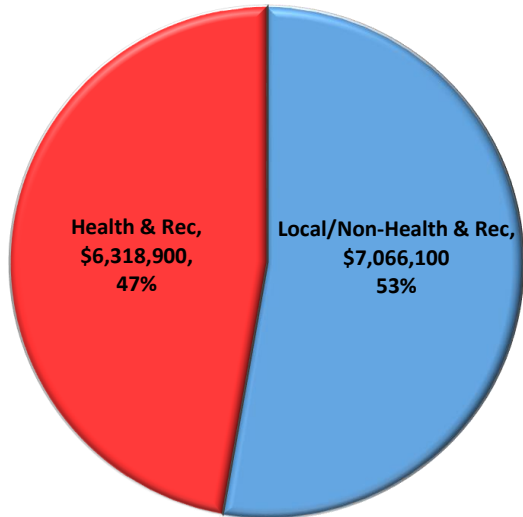
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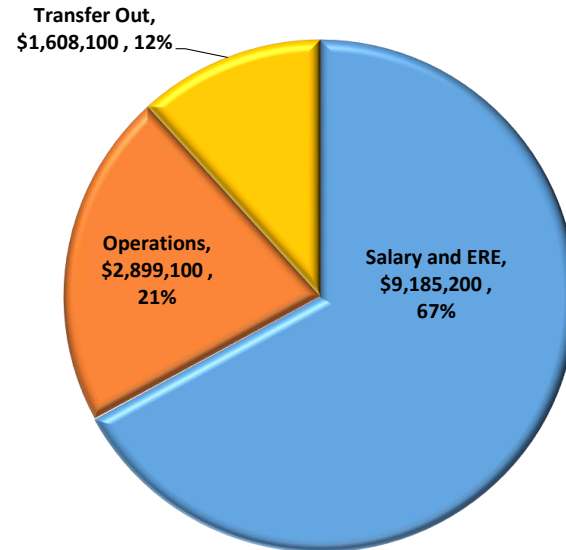
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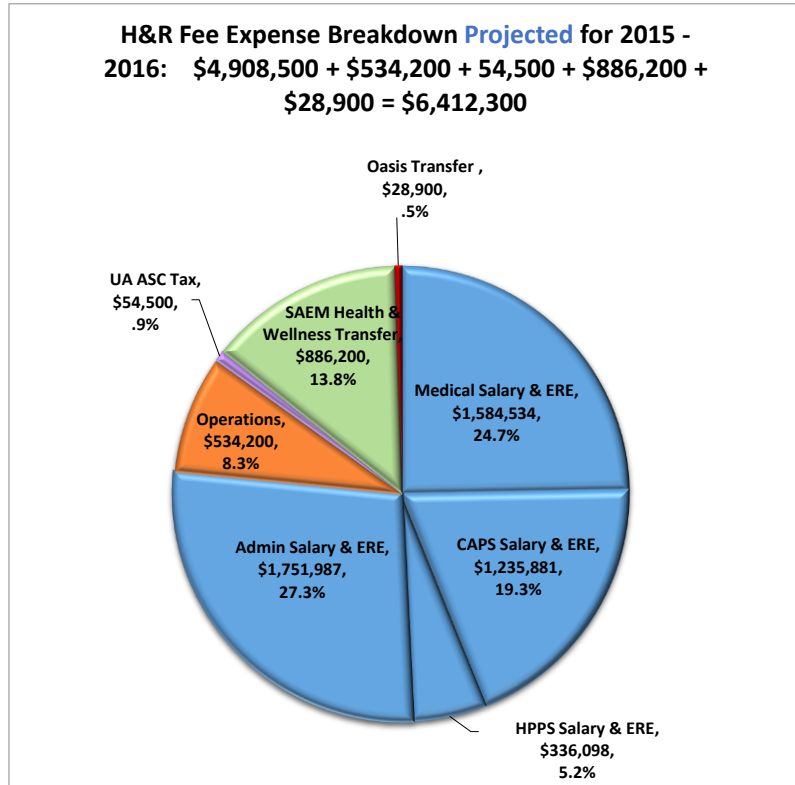
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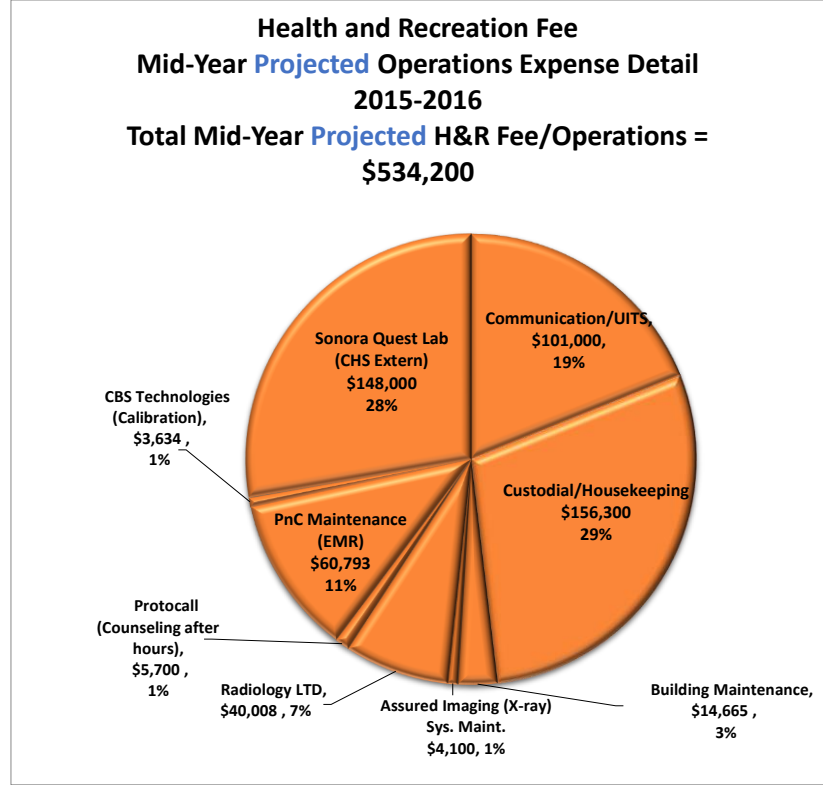


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**Health & Rec Expense Breakdown**  
**Projected for 2015 - 2016**



**Health & Recreation Fee Breakdown**  
**2015-2016**



**Health & Recreation Fee**  
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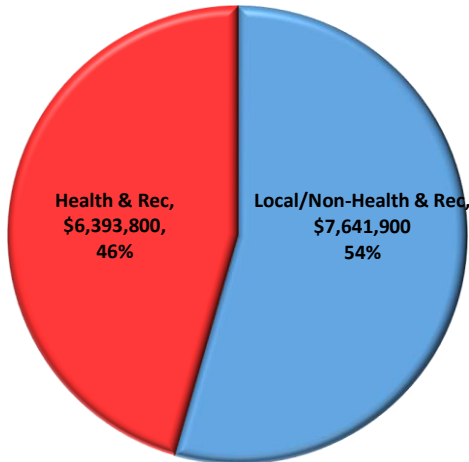
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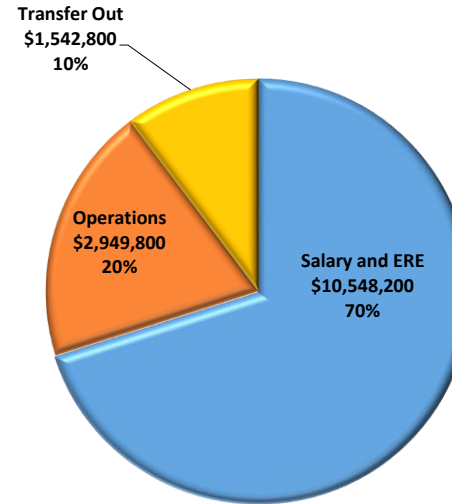
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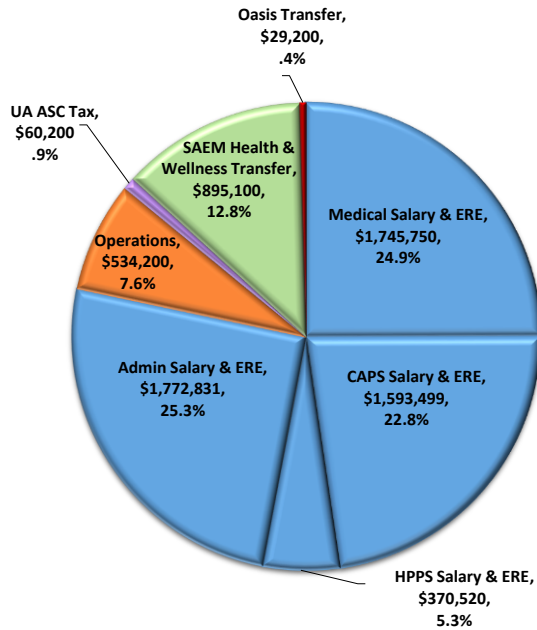
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**Health & Recreation Fee Breakdown  
2016-2017**

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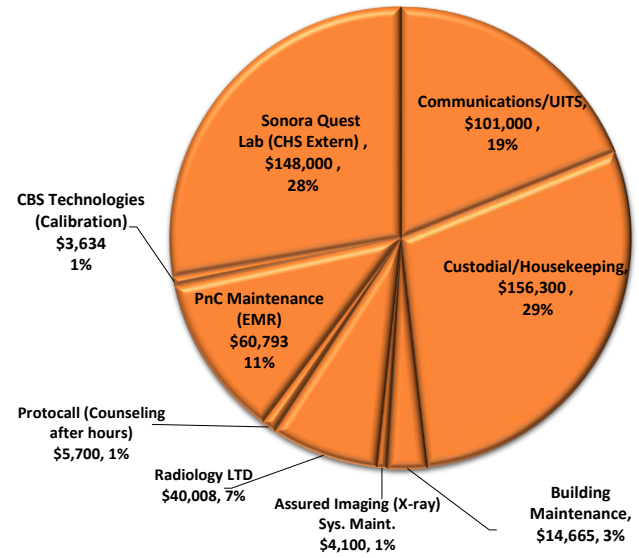
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<b>TOTAL EXPENSES</b>	<b>\$7,001,300</b>	<b>100%</b>

**ESTIMATED NET CHANGE \*** (\$607,500) -8.7%

\* the difference will be supported by our fund balance

**Health and Recreation Fee  
Proposed Operations Expense Detail  
2016-2017  
Total Proposed H&R Fee/Operations = \$534,200**



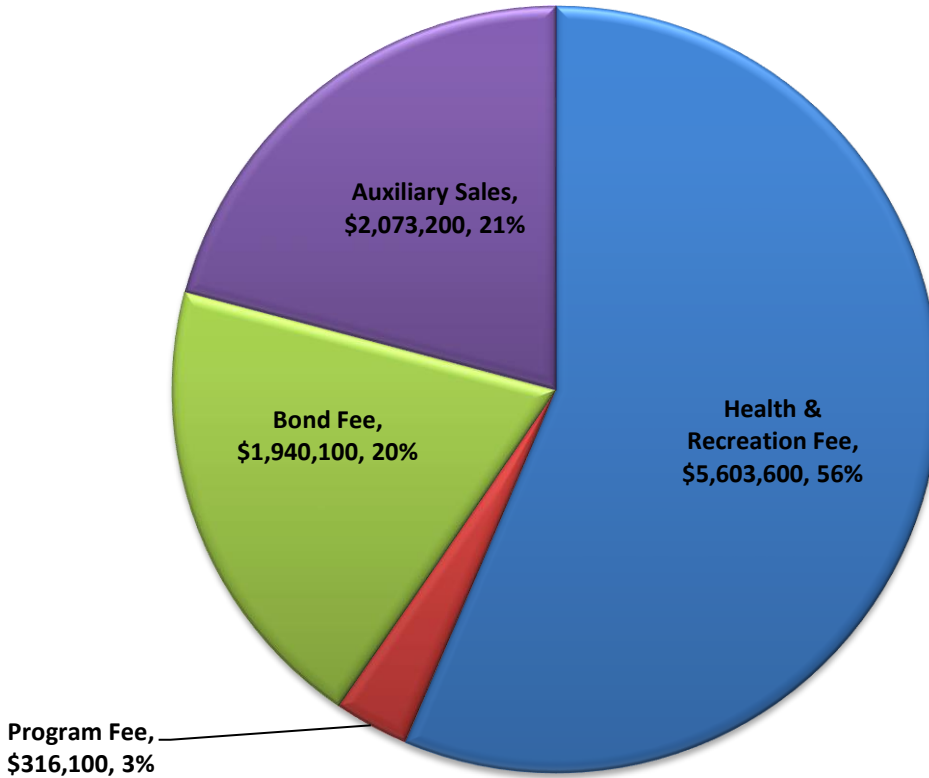
**Health & Recreation Fee  
Operations Expense Detail  
2016-2017**

**OPERATIONS:**

Communications/UITs	\$101,000	19%
Custodial/Housekeeping	\$156,300	29%
Building Maintenance	\$14,665	3%
Assured Imaging (X-ray) Sys. Maint.	\$4,100	1%
Radiology LTD	\$40,008	7%
Protocall (Counseling after hours)	\$5,700	1%
PnC Maintenance (EMR)	\$60,793	11%
CBS Technologies (Calibration)	\$3,634	1%
Sonora Quest Lab (CHS Extern)	\$148,000	28%
<b>Total H&amp;R Fee/Operations</b>	<b>\$534,200</b>	<b>100%</b>

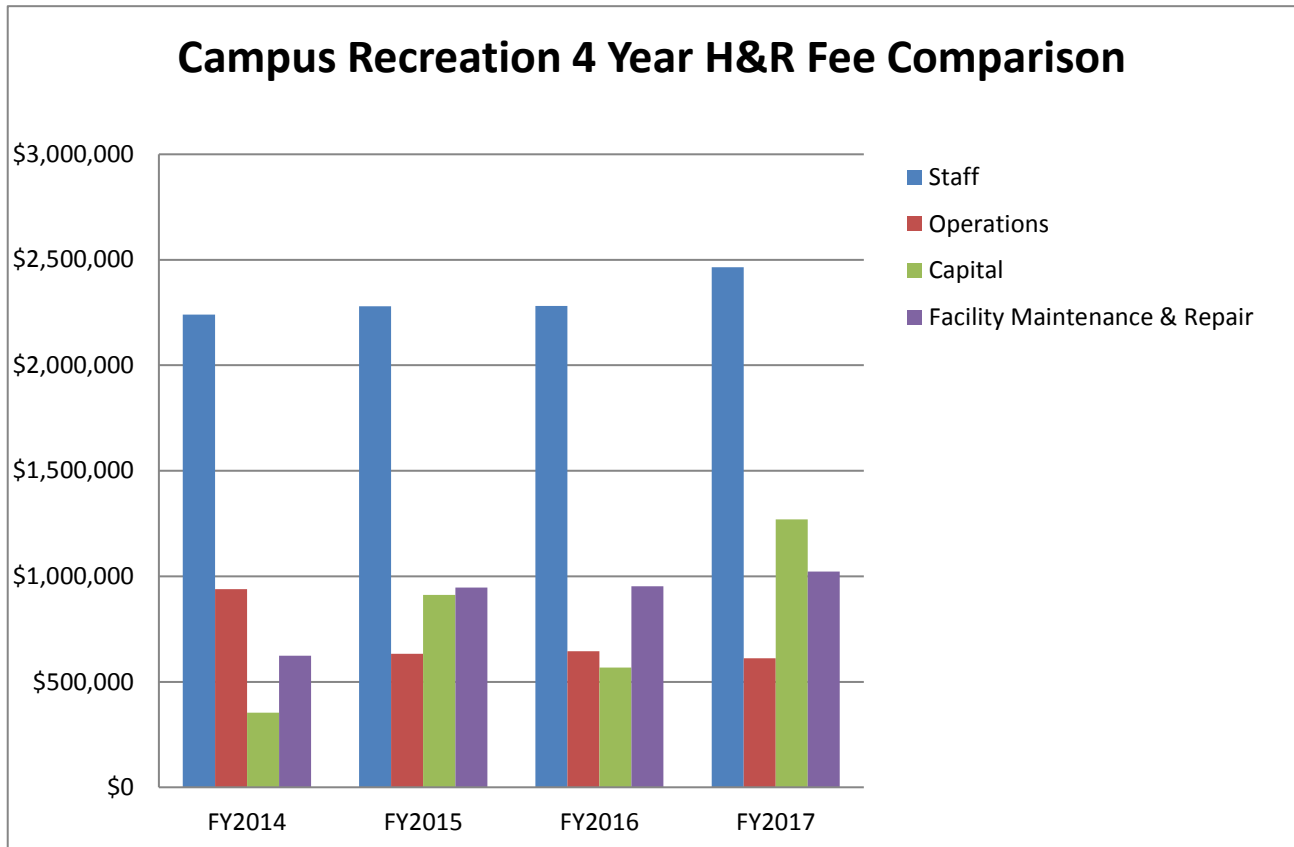
# University of Arizona Campus Recreation FY 2017 Requested Budget

**FY 2017 Campus Rec Total Requested Budget**



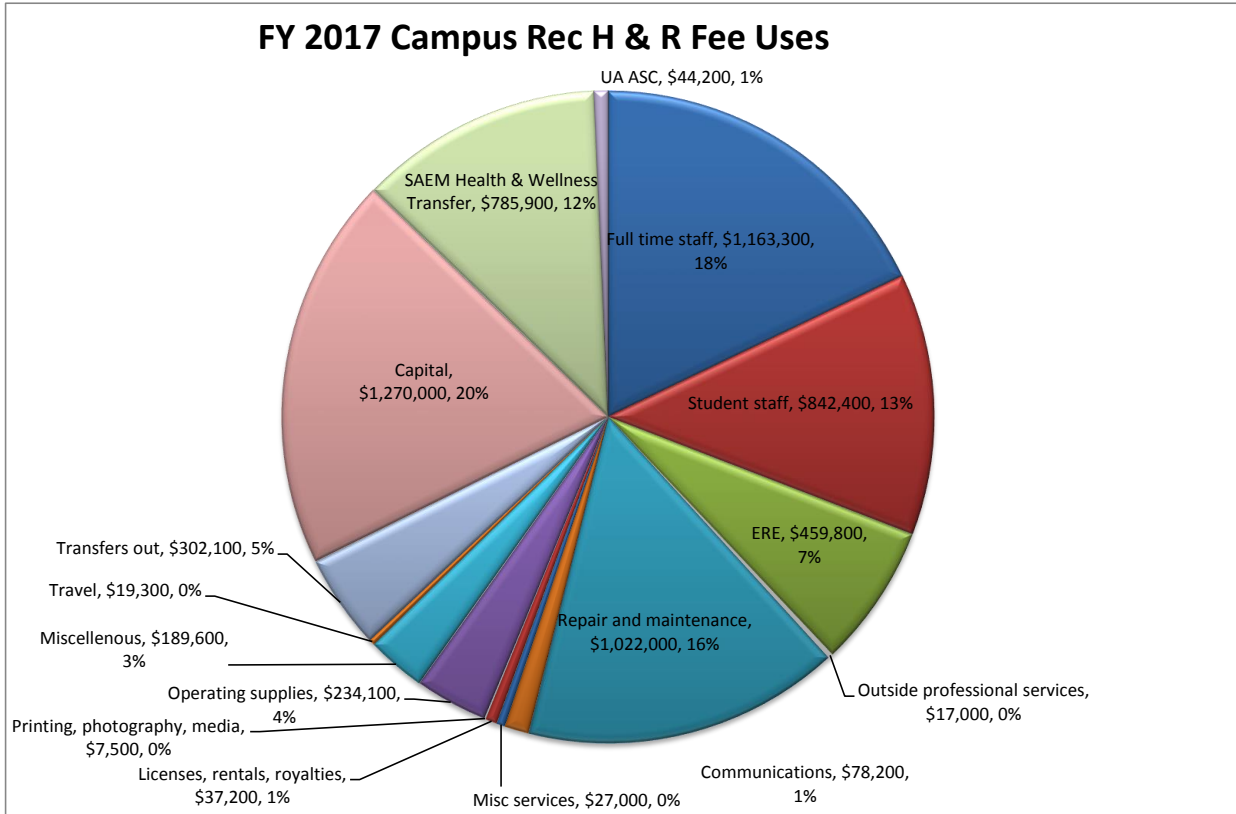
	FY2014	FY2015	FY2016	FY2017
Health & Recreation Fee	\$4,419,900	\$4,419,900	\$5,603,600	\$5,670,000
Program Fee	\$297,600	\$297,600	\$316,100	\$322,300
Bond Fee	\$1,828,000	\$1,828,000	\$1,940,100	\$1,994,500
Auxiliary Sales	\$1,727,400	\$1,727,400	\$2,073,200	\$2,204,200
<b>Total Budget</b>	<b>\$8,272,900</b>	<b>\$8,272,900</b>	<b>\$9,933,000</b>	<b>\$10,191,000</b>

# University of Arizona Campus Recreation FY 2017 Health & Recreation Fee Budget



	Actual FY 2014	Actual FY 2015	Projected FY 2016	Projected FY 2017
<b>Campus Recreation portion of H&amp;R Fee</b>	39%	39%	40%	40%
<b>Campus Rec Estimated Fee Revenue</b>	\$4,419,900 *	\$4,559,300 *	\$5,603,600 *	\$5,670,000
* based on Budget Office model				
<b>Expenses</b>				
Staff (student & career)	\$2,240,616	\$2,280,500	\$2,281,500	\$2,465,500
Operations	\$939,042	\$632,800	\$711,800	\$610,800
Capital	\$353,963	\$912,200	\$225,000	\$1,270,000
Facility Maintenance & Repair	\$623,391	\$947,100	\$1,011,000	\$1,022,000
Sitton Loan Payment			\$125,000	\$302,100
SAEM/AISS Health & Wellness			\$785,900	\$785,900
UA ASC			\$43,100	\$44,200
<b>Total Expenses</b>	<b>\$4,157,012</b>	<b>\$4,772,600</b>	<b>\$5,183,300</b>	<b>\$6,500,500</b>
<b>Estimated Net</b>	<b>\$262,888</b>	<b>-\$352,700</b>	<b>\$420,300</b>	<b>-\$830,500</b>

# University of Arizona Campus Recreation FY 2017 Final Health & Recreation Fee Budget



## FY2017 Campus Recreation portion of H&R Fee Proposed Budget

**Campus Rec Estimated Fee Revenue\*** **\$5,670,000**  
\* based on Budget Office model

Expenses	Amount	Description
<b>Full time staff</b>	<b>\$1,163,300</b>	*Facilities, admin, business office and several programs staff
<b>Student staff</b>	<b>\$842,400</b>	*Facilities students, business office, interns and GA's
<b>ERE</b>	<b>\$459,800</b>	*Per UA formulas per position
<b>Outside professional services</b>	<b>\$17,000</b>	*Copier maintenance contract, misc. services
<b>Repair and maintenance</b>	<b>\$1,022,000</b>	*Fields, grounds, facilities maint, custodial services & repairs
<b>Communications</b>	<b>\$78,200</b>	*Emergency use cell phones and radios, UITS
<b>Misc services</b>	<b>\$27,000</b>	*Red Cross, insurance and background checks
<b>Licenses, rentals, royalties</b>	<b>\$37,200</b>	*Software licence
<b>Printing, photography, media</b>	<b>\$7,500</b>	*Photography and video services
<b>Operating supplies</b>	<b>\$234,100</b>	*Office supplies, repair parts and pieces, equipment checkout, etc.
<b>Miscellaneous</b>	<b>\$189,600</b>	*Freight, business mt expenses, non-capitalized equip, loan interest
<b>Travel</b>	<b>\$19,300</b>	*Professional staff training and development
<b>Transfers out</b>	<b>\$302,100</b>	*Sitton Field payment, payment of capital projects (locker room renovation design)
<b>Capital</b>	<b>\$1,270,000</b>	*Annual vehicle replacement, equipment replacement, locker room renovation
<b>SAEM Health &amp; Wellness Transfer</b>	<b>\$785,900</b>	*Transfer out for health and wellness expenses incurred by other departments
<b>UA ASC</b>	<b>\$44,200</b>	*1% tax on expense
	<b>\$6,499,600</b>	
<b>Estimated Net</b>	<b>-\$829,600</b>	



## Campus Recreation FY2017 Health and Wellness/Recreation Fee

### Health and Wellness/Recreation Fee (H&R Fee)

This fee was approved by ABOR in 2010 to ensure that health and recreation services are available to all students. This fee is utilized to provide for Campus Health Services, Campus Recreation Services and various services related to overall student health and wellness on campus. This is a mandatory, non-refundable fee.

Recreation facilities include Bear Down Gym weight room, Recreation Center, Rincon Vista Fields and Pavilion, Robson Tennis Center, Gittings Gym, Bear Down Field and Sitton Field.

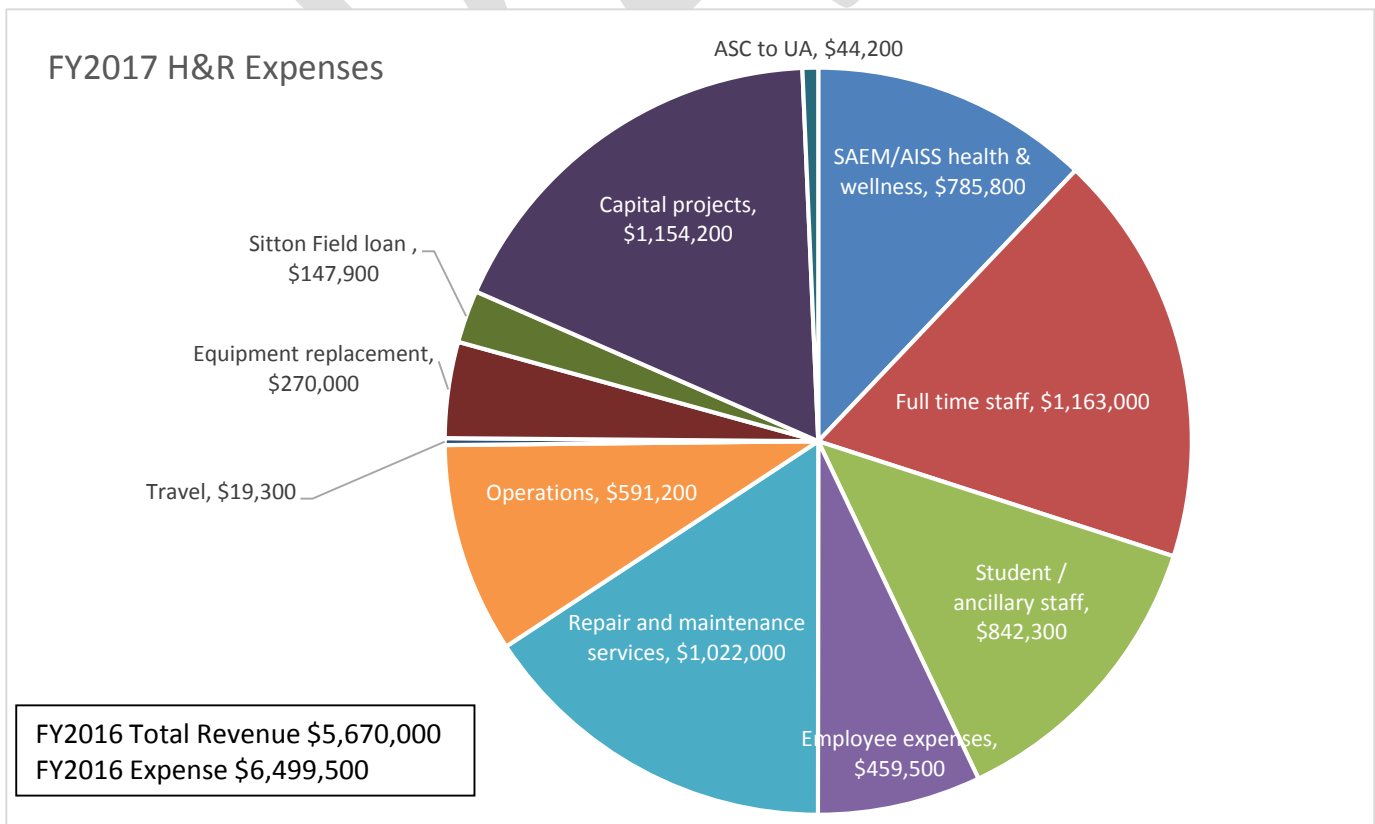
Fee assessment: Fall/spring semester, prorated rate summer pre, I and II

Fee dollars directed to Campus Recreation: \$5,670,000

Fee dollars transferred out to SAEM/AISS health and wellness initiatives: \$785,900

### Campus Recreation Fee Use:

- Career staff needed to oversee facilities and overall recreation administration
- Student staff needed to operate facility spaces and provide for safety and security
- Employee related expenses
- Grounds, turf management, facility custodial and maintenance services through Facilities Management
- General facility operations (IT, software, sound system, Direct TV, equipment repair, supplies, laundry, etc.)
- Facility equipment (furniture, A/V, sound systems, etc.) and fitness related equipment replacement (cardio, circuit, weights, benches, etc.)
- Capital projects to renovate or upgrade facility spaces



## FY2017 Health and Recreation Fee Use Highlights – Draft Budget

- Facilities:
  - Recreation center facility hours: M-F 6am-midnight and S/Su 8am-midnight
  - Informal recreation times on Sitton Field: M-F 3-6pm
  - Informal recreation times on Bear Down Field: M-F 1-3pm
  - Bear Down Gym locker rooms open 24/7 with swipe in access
  - Robson tennis complex available sunrise to 10:00pm with swipe-in access
  - Smart Moves Studio access to faculty/staff/grad students: M-F 11am-2pm, 4-8pm
- Services:
  - Discounted facility service packages (semester plus pass, etc.): locker and group fitness pass
  - Free weight room orientations
  - Free online orientation videos
  - Free online exercise videos
  - Campus-wide “get moving” programming (*H&R plus program fee*)
  - Free or low cost health and wellness programs (*H&R plus program fee*)
  - Free special events (e.g., meet me @the Rec, Rec Resolutions, PAC12 Fitness Challenge, Finals Survival Week, etc.) (*H&R plus program fee*)
- Staffing:
  - Incremental wage increases for student staff
  - Recognized engagement experiences (e.g., hockey marketing, graphic design, marketing assistant, leadership program, etc.)
  - Internship opportunities and class projects partnerships with academic departments
  - Added marketing position
- Ongoing Improvements and Upgrades
  - Locker room renovation scheduled for 2017
  - Install sunshades over bouldering wall to increase use time
  - Replaced grass by bouldering wall with artificial turf and added outdoor functional training equipment
  - New functional training equipment throughout weight room
  - UA recreation mobile app in development
  - New charging stations and lounge furniture throughout recreation center
  - Upgraded recreation software and new IM Leagues to improve user interface
  - New platform for digital facility signage
  - Improve TV signals to cardio equipment
- UA RCM Model
  - UA “tax” rate via 1% administrative services fee on expense and 9.5% on revenue
  - Contribution to SAEM/AISS strategic initiative fund and overhead