



## Union Council Meeting Agenda

Monday, January 25, 2016

5:30pm - 7:30pm

5:30 pm	Dinner Served	
5:45 pm	Call to Order Approval of the Minutes Ice Breaker (5 min)	Jack
5:50 pm	Financial and Budget Process Update (10 min)	Jane
6:00 pm	Director's Report (10 min)	Mark
6:10 pm	Officer Selection Process Description (5 min)	Jack
6:15 pm	Hoofers Study Recommendations Continued (30 min)	Philip
6:45 pm	Stables Proposal (45 min)	Anna
7:30 pm	Meeting Adjourned	

## **Union Council Meeting Minutes December 10, 2015**

### **Present:**

Juli Aulik, Alumni Rep  
Jack Comeau, President  
George Cutlip, Alumni Rep (WAA)  
Susan Dibbell, Ex-Officio  
Jessica Franco- Morales, ASM Representative  
Mark Guthier, Secretary  
Erin Harper, ASM Representative  
Madison Laning, ASM Chair  
William Lipske, Academic Staff  
Mohan Mandali, WUD Representative  
Jane Oberdorf, Acting Treasurer  
Tyler O'Connell, VP- Development  
Philip Ostrov, VP-Internal Relations  
Khea Yashadhana, VP-External Relations

### **Absent:**

Lori Berquam, ExOfficio  
Peter Lipton, Faculty Representative  
Brett Ducharme, ASM Representative

### **Guests:**

Abigail Greenberg, Jacob Hahn, Heidi Lang, Alex Her, Kirbi Rogers, Anna Tolle

### **Call to Order**

Jack Comeau called the meeting to order at 5:30pm.

### **Minutes**

Susan Dibbell made corrections to the November 19, 2015 meeting minutes:

- Page 3"

The first two trips were to McAllen, Texas and Immokalee, Florida" McAllen, Texas should be changed to San Juan, Texas.

- Page 6"

Both revenue and expenses to day (July, August and September) were lower than in the past years." To day needs to be changed as "to date."

- "Expenses such as ha" Ha should be changed to Hay.

Mark Guthier moves to approve the amended minutes. Madison Laning seconded. None opposed. No abstentions.

### **Monthly Financial Update**

Jane Oberdorf presented the financial report based off of the October snapshot:

- Current actual: 17 million dollars (almost 17.1)
- Expenses: 15.9, favorable by 1.1 (almost 2 million) to date.
- Projected 800 thousand dollars favorable to date. Therefore, ahead by 376 thousand last month.
- Possible to end the year in breakeven situation.
- Retail dining: strong terrace first couple months prior to start of project went well, even the month of September.

- Major repairs and buildings are roughly 144 thousand over budget due to move out of Memorial Union and timing relating to the construction.
- 366 thousand dollars favorable variance this month.
- December and January bring in the least revenue to Memorial Union.

### **Alt Breaks Study Recommendations**

Alex Her, Director of Alternative Breaks, stated the purpose of the Alternative Breaks Study by Union Council :

- Purpose: to review current alternative breaks programs and practices. The subcommittee will specifically look at the outcomes of the program and its educational impacts on participants. The subcommittee will create a survey and review other alternative breaks programs to ensure that the program is in line with best practices.
- The subcommittee is composed of 8-10 people:
  - Alex Her, Alt Breaks director
  - Mary Larson, Alt Breaks Associate Director
  - Hannah Paulson, Alt Breaks Associate Director
  - Zach Hanley, WUD Rep
  - Jack Comeau, WUD executive member
  - Will Hoffman, Advisor
  - Susan Dibbel, Program & Leadership Rep
  - Jaclyn John Fisher, former WUD Rep
  - Megan Miller, Morgridge Center for Public Service Rep

Educational component and practices is the reason why Alt Breaks is under review.

- Review process:
  - met every week, 8 meetings, 1 hour each
  - discussed: trip planning, application/selection, trip cost, trip orientation, trip experience, post trip programs.
- Created a best practices survey which was sent to Alternative Break programmers at schools in the Big Ten, ACC, Big 12, PAC-12 and SEC as well as Association of American Universities and land grant institutions
- Results: 45 different institutions responded 7 plus other groups who program alt breaks on the UW-Madison campus.
- Overview of discussion:
  - Included best practices from the Break Away conference
  - Phone conference with Catherine Colyer, founder of WUD's Alt Breaks program, to discuss mission and gained historical perspective.

Recommendations Include:

- 1) Move trip planning to at least a semester out. Trip planning in the same semester limits the ability of the committee to market the trips, recruit applicants and develop appropriate orientations.
- 2) Limit number of trips planned for Spring 2016 through at least Winter 2017-18 to 7
- 3) Suspend Summer Breaks trips for at least 2016
- 4) Suspend international trips for at least the 2016-17 school year. Look for new opportunities
- 5) Review Cooperative Leadership Model positions to determine overall efficacy
- 6) All requirements be included in trip description to ensure there are not issues after participants have been selected
- 7) Include demographic session on applications
- 8) See ways to make trips more accessible for all students
- 9) Begin outreach to the Dean of Students Office to establish some form of academic and behavioral background check
- 10) Revisit scholarship process
- 11) Work with Office of Student Financial Aid to aid in awarding scholarships
- 12) Review trip deposit model

For 2016-17 specifically move to model with multiple orientations for each trip. No fewer than two and no more than four orientations. Also consider having trips be substance-free.

Union Council suggests changing the background check to "academic misconduct" or "conduct review" to make it more clear and less threatening.

Philip Ostrov moves to approve the recommendations as amended. Madison Laning seconds. None opposed. No abstentions. Alternative Breaks Recommendations approved unanimously.

### **Hoofers Study Recommendations**

Philip Ostrov presented the Hoofers Study Recommendations.

Main Points of Recommendation:

- 1) Communication
- 2) Recognition
- 3) Student Leadership Development

Committee Members:

- Ronnie Pisano, Hooper Council President
- Philip Ostrov, VP-Internal Relations
- Jacob Hahn, Hooper Advisor & Outdoor UW Director
- Susan Dibbell, Program & Leadership Asst. Director
- Anna Tolle, Riding Club President
- Tim Prince, former Hooper member and MUBA member
- Ted Crabb, Director Emeritus

Study Goals:

- 1) To ensure that Hooper students are obtaining a leadership experience proportionate to their volunteer activity
- 2) To ensure that Hooper student leaders are appropriately recognized for their volunteer activity
- 3) To ensure effective communication between Hooper clubs, Hooper Council and Directorate
- 4) To ensure that the voice and scope of Hoopers is appropriately represented
- 5) To attain these four goals, we will explore possible structural changes to improve Hoopers student representation within both Directorate and the Wisconsin Union.

Mr. Ostrov reviewed past Hooper-WUD studies.

Recommendations:

Based on the Union's constitution which states that "Four students in charge of Union House Committee or Club activities and elected as representative of Union committees and clubs on the Council as provided in the By-Laws the committee recommends adding the Hooper Council President as a permanent member of Union Council. Changes to the By-laws will be done by April 25. Hooper Council President will replace the Vice-President-Development.

Amend the Hooper Council Position Description to include responsibilities to Union Council.

Amend Hooper Club President position descriptions to include amended Policy PL 3-4 "Purpose and Expectations of WUD Committee Directors & Hooper Council President, Hooper Club Presidents and Sailing Commodore." Also, to include monthly meetings with WUD and mandatory attendance the fall and spring leadership retreats.

Recommend Hooper Club President & Sailing Commodore receive the same stipend as WUD Directors and amend Benefits policy PL3-14

Revise Disciplinary Procedure PL3-12 to include Hooper Club Presidents

Evaluation will be drafted by the current Vice President-Internal Relations and the Hooper Council President but will be implemented by the incoming VP and President. Results of the evaluation will be presented to Union Council by December 2016

Mr. Ostrov states that Hoofers council has not submitted a collective comment on these recommendations.  
Ms. Laning has concerns that students have to pay to join Hoofers and that leadership is not being paid for within Hoofers. The allocation of stipends needs to be addressed.

Ms. Aulik has concerns that not everyone has the opportunity to achieve these positions within Hoofers. In order to have this opportunity, it requires financial investments that not everyone has access to.

Mr. Guthier believes that Hoofers Council needs to see these recommendations and make comments in order to move forward with Union Council voting on these recommendations.

Mr. Guthier **made a motion** to postpone until Hoofers Council has commented. None opposed. No abstentions. Motion to postpone vote was passed.

### **Officer Position Descriptions**

Mr. Comeau presented changes to the Union President description:  
added: overseeing WUD budget, assuming VP of Development duty  
added: monthly meetings with Hooper Club Presidents

Mr. Ostrov presented changes to the VP-Internal Relations description  
Added: promote stewardship of endowment funds

Ms. Yashadhana announced that the VP-External Relations changes  
Clarified involvement in officer and director selection process.

Mr. O'Connell's position, VP-Development will be dissolved in order to make room for Hoofers Council President.

Philip Ostrov makes a **motion** to approve the recommended officer position description revisions.. Jessica FrancoMorales **seconded** the motion.

Philip Ostrov makes another **motion** to approve the amendment that the VP-Internal Relations position state "Chair the Cooperative Program Committee (CPS) or select an appointee.  
None opposed. no abstentions. Position descriptions passed.

### **Stable Proposal**

Anna Tolle provided a Riding Club update:

- There have been monthly financial meetings.
- Riding Club can't continue to operate the same way as it has the past decade.
- 60,000 debt last year. Stables need to reduce expenses by spending less and putting off major purchases and repairs,
- Kirbi Rogers, Barn Manager, states that it is near impossible to cut expenses.
- It is unfair to ask the student positions to bring in 40% of revenue, too much pressure.

Current Financial Position:

- October: 6,000 profit, 12,000 for the year. During the winter time, no profit is being made.

Anna Tolle presented the proposal recommendations as a representative of Hoofers Council:

Option #1) Union would take complete financial oversight of Riding Stable and lesson programming. This would require two new staff positions:

- Riding Program Manager (full time position) to oversee curriculum, hiring of riding instructors and everything having to do with lesson programming.
- Instruction Supervisor: recent graduate, acts as internship, responsible for teaching lessons and covering shifts at barn and gaining manager experience.

Option #2)

Riding Club maintains financial oversight of program and stable but asks Union to cover salary of new riding club manager position.

Option #3)

If the Union decides not to support/fund either option, the Riding Club will vote to dissolve and begin liquidation plan which could take up to a year to complete. Hooper Council has voted to send these recommendations to Union Council but have not fully approved one option yet.

Ms. Aulik states that the longer we wait to make this decision, the longer Hooper Council will be in the hole. Ms. Aulik is not supportive of this coming to the Union. Rather, this moves the problem around and has no solution. Juli Aulik believes that option 3 is the most practical option. Ms. Aulik would like to see a best/worst case scenario in terms of numbers and probability to evaluate the decision.

Union Council asked for the following information prior to the next meeting:

- Club Membership
- Demographics of members
- How to generate \$55K to cover cost of additional staff
- Update on Hooper Retained Earnings
- Club Position Descriptions
- Student's role in the barn/club

Members also asked for materials ahead of the meetings to there is time to review the proposals.

Jack Comeau is aware that Hoopers Council needs to be time sensitive.

### **Council Meetings Next Semester**

Jack Comeau states that meetings will be held on Monday nights and is as follows:

- January 25
- February 1
- February 22
- March 14
- April 11 or April 18

Jack Comeau will send final dates via email.

### **WUD Budget Allocation**

Tyler O'Connell provided an overview to request:

- \* Global Connections has outspent events already. Allocated 1,000.
- \* 1.6% increase for reintroducing Rathskeller events.
- \* FY17: \$ 749819, not including Hoopers stipends.

The committees spend second semester allocating specific line items.

Susan Dibbell suggested providing committee estimated actuals at the January meeting so it can be clearer who the committees use their funds.

Madison Laning does not feel comfortable voting on this budget plan because she can't see breakdown of where the money is coming from.

George Cutlip **makes a motion** to move the WUD budget allocation as presented. Madison Laning opposed. Motion approved.

Jack Comeau made **a motion to adjourn the meeting** . Philp Ostrov **Seconded**. **None Opposed** .

The meeting was Adjourned at 8:30pm.

Wisconsin Union  
Income Statement - Revenue/Expense  
Year to Date  
As of November 30, 2015

	PRIOR ACTUAL	CURRENT BUDGET	CURRENT ACTUAL	PRIOR CS %	BUDGET CS %	CURRENT CS %	PRIOR YEAR VARIANCE	PRIOR YEAR %	BUDGET VARIANCE	BUDGET %
<b>REVENUE</b>										
Direct Operating Revenue										
Restaurants	\$5,184,419	\$4,277,346	\$4,358,084	23.5%	21.1%	21.1%	(\$826,325)	(15.9%)	\$80,748	1.9%
Markets & Cafes	3,310,343	3,084,609	3,141,381	15.0%	15.2%	15.2%	(168,962)	(5.1%)	56,772	1.8%
WU Catering	2,176,070	1,788,000	1,908,028	9.9%	8.8%	9.3%	(268,042)	(12.3%)	120,028	6.7%
Conf Center Catering	517,235	496,784	515,199	2.3%	2.5%	2.5%	(2,036)	(0.4%)	18,415	3.7%
Retail	1,023,302	987,675	1,023,837	4.6%	4.9%	5.0%	535	0.1%	36,162	3.7%
Programs	1,406,011	1,135,312	1,104,924	6.4%	5.8%	5.4%	(301,087)	(21.4%)	(30,388)	(2.7%)
<b>Total Op Revenue</b>	<b>13,617,380</b>	<b>11,769,726</b>	<b>12,051,463</b>	<b>61.7%</b>	<b>58.1%</b>	<b>58.4%</b>	<b>(1,565,917)</b>	<b>(11.5%)</b>	<b>281,737</b>	<b>2.4%</b>
Indirect Revenue										
Commissions	171,290	173,463	174,645	0.8%	0.9%	0.8%	3,355	2.0%	1,182	0.7%
Rentals	203,751	168,507	212,396	0.9%	0.8%	1.0%	8,645	4.2%	43,889	26.0%
Service Revenue	433,480	382,220	412,286	2.0%	1.9%	2.0%	(21,194)	(4.9%)	30,066	7.9%
Reimbursements	39,555	35,000	31,250	0.2%	0.2%	0.2%	(8,305)	(21.0%)	(3,750)	(10.7%)
<b>Total Indirect Revenue</b>	<b>848,076</b>	<b>759,190</b>	<b>830,577</b>	<b>3.8%</b>	<b>3.7%</b>	<b>4.0%</b>	<b>(17,499)</b>	<b>(2.1%)</b>	<b>71,387</b>	<b>9.4%</b>
<b>Net Operating Revenue</b>	<b>14,465,456</b>	<b>12,528,916</b>	<b>12,882,040</b>	<b>65.6%</b>	<b>61.8%</b>	<b>62.5%</b>	<b>(1,583,416)</b>	<b>(10.9%)</b>	<b>353,124</b>	<b>2.8%</b>
Other Revenue										
Student Segregated Fees	4,303,875	4,410,965	4,410,965	19.5%	21.8%	21.4%	107,090	2.5%		
Student Seg Fees - UB	3,072,585	3,086,155	3,086,155	13.9%	15.2%	15.0%	13,570	0.4%		
Campus Vending	162,753	162,268	162,268	0.7%	0.8%	0.8%	(485)	(0.3%)		
Membership	27,981	38,560	26,297	0.1%	0.2%	0.1%	(1,684)	(6.0%)	(12,263)	(31.8%)
Investment Revenue	2,606	4,250	7,798	0.0%	0.0%	0.0%	5,192	199.2%	3,548	83.5%
Investment Rev - UB		3,790			0.0%	0.0%			(3,790)	(100.0%)
Miscellaneous	20,201	30,717	43,675	0.1%	0.2%	0.2%	23,474	116.2%	12,958	42.2%
<b>Total Other Revenue</b>	<b>7,590,001</b>	<b>7,736,705</b>	<b>7,737,158</b>	<b>34.4%</b>	<b>38.2%</b>	<b>37.5%</b>	<b>147,157</b>	<b>1.9%</b>	<b>453</b>	<b>0.0%</b>
<b>Total Revenue</b>	<b>22,055,457</b>	<b>20,265,621</b>	<b>20,619,198</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>(1,436,259)</b>	<b>(6.5%)</b>	<b>353,577</b>	<b>1.7%</b>
<b>EXPENSES</b>										
Cost of Goods Sold										
Food	4,678,365	4,129,126	4,193,165	21.2%	20.4%	20.3%	(485,200)	(10.4%)	64,039	1.6%
Retail Merchandise	44,225	35,809	34,247	0.2%	0.2%	0.2%	(9,978)	(22.6%)	(1,562)	(4.4%)
<b>Total Cost of Goods Sold</b>	<b>4,722,590</b>	<b>4,164,935</b>	<b>4,227,412</b>	<b>21.4%</b>	<b>20.6%</b>	<b>20.5%</b>	<b>(495,178)</b>	<b>(10.5%)</b>	<b>62,477</b>	<b>1.5%</b>
Direct Op Expenses										
Salaries, Wages, Fringes	3,643,525	3,461,651	3,377,369	16.5%	17.1%	16.4%	(266,156)	(7.3%)	(84,282)	(2.4%)
Supplies & Services	2,119,102	1,617,935	1,849,373	9.6%	8.0%	9.0%	(269,729)	(12.7%)	231,438	14.3%
Depreciation - Equipment	155,360	147,642	148,880	0.7%	0.7%	0.7%	(6,480)	(4.2%)	1,238	0.8%
<b>Total Direct Op Expenses</b>	<b>5,917,987</b>	<b>5,227,228</b>	<b>5,375,622</b>	<b>26.8%</b>	<b>25.8%</b>	<b>26.1%</b>	<b>(542,365)</b>	<b>(9.2%)</b>	<b>148,394</b>	<b>2.8%</b>
Support Services										
Salaries, Wages, Fringes	1,369,104	1,468,105	1,360,079	6.2%	7.2%	6.6%	(9,025)	(0.7%)	(108,026)	(7.4%)
Supplies & Services	400,165	420,424	350,756	1.8%	2.1%	1.7%	(49,409)	(12.3%)	(69,668)	(16.6%)
Depreciation - Equipment	32,173	28,291	51,341	0.1%	0.1%	0.2%	19,168	59.6%	23,050	81.5%
<b>Total Support Services</b>	<b>1,801,442</b>	<b>1,916,820</b>	<b>1,762,176</b>	<b>8.2%</b>	<b>9.5%</b>	<b>8.5%</b>	<b>(39,266)</b>	<b>(2.2%)</b>	<b>(154,644)</b>	<b>(8.1%)</b>



Wisconsin Union  
Income Statement - Revenue/Expense  
Year to Date  
As of November 30, 2015

	PRIOR ACTUAL	CURRENT BUDGET	CURRENT ACTUAL	PRIOR CS %	BUDGET CS %	CURRENT CS %	PRIOR YEAR VARIANCE	PRIOR YEAR %	BUDGET VARIANCE	BUDGET %
<b>Facilities</b>										
Salaries, Wages, Fringes	\$2,104,111	\$2,144,404	\$1,990,039	9.5%	10.6%	9.7%	(\$114,072)	(5.4%)	(\$154,365)	(7.2%)
Supplies & Services	514,426	464,512	478,658	2.3%	2.3%	2.3%	(35,768)	(7.0%)	14,146	3.0%
Depreciation - Equipment	179,514	228,876	222,694	0.8%	1.1%	1.1%	43,180	24.1%	(6,182)	(2.7%)
<b>Total Facilities Expenses</b>	<b>2,798,051</b>	<b>2,837,792</b>	<b>2,691,391</b>	<b>12.7%</b>	<b>14.0%</b>	<b>13.1%</b>	<b>(106,660)</b>	<b>(3.8%)</b>	<b>(146,401)</b>	<b>(5.2%)</b>
<b>Programs &amp; Leadership</b>										
Salaries, Wages, Fringes	369,573	369,576	374,924	1.7%	1.8%	1.8%	5,351	1.4%	5,348	1.4%
Supplies & Services	307,715	345,490	229,897	1.4%	1.7%	1.1%	(77,818)	(25.3%)	(115,593)	(33.5%)
Depreciation - Equipment	4,947	9,048	8,060	0.0%	0.0%	0.0%	3,113	62.9%	(988)	(10.9%)
<b>Total Program Expenses</b>	<b>682,235</b>	<b>724,114</b>	<b>612,881</b>	<b>3.1%</b>	<b>3.6%</b>	<b>3.0%</b>	<b>(69,354)</b>	<b>(10.2%)</b>	<b>(111,233)</b>	<b>(15.4%)</b>
<b>Depreciation &amp; Major Repairs/Maintenance</b>										
Major Rprs/Mnt - Equip	5,540	5,500		0.0%	0.0%	0.0%	(5,540)	(100.0%)	(5,500)	(100.0%)
Major Rprs/Mnt - Bldg	309,540	457,540	170,204	1.4%	2.3%	0.8%	(139,336)	(45.0%)	(287,336)	(62.8%)
Def Bldg Exp - UBP	832,250	(82,350)	375,190	3.8%	(0.4%)	1.8%	(457,060)	(54.9%)	457,540	(555.6%)
Depreciation - Bldg	160,801	160,752	160,752	0.7%	0.8%	0.8%	(49)	(0.0%)		
<b>Total Depr &amp; Major Repairs</b>	<b>1,308,131</b>	<b>541,442</b>	<b>706,146</b>	<b>5.9%</b>	<b>2.7%</b>	<b>3.4%</b>	<b>(601,985)</b>	<b>(46.0%)</b>	<b>164,704</b>	<b>30.4%</b>
<b>Utilities, Taxes &amp; Insurance</b>										
Unemployment Compensatio	6,066	6,040	513	0.0%	0.0%	0.0%	(5,553)	(91.5%)	(5,527)	(91.5%)
Worker's Compensation	32,585	32,585	32,585	0.1%	0.2%	0.2%				
Telephone	36,000	33,660	33,660	0.2%	0.2%	0.2%	(2,340)	(6.5%)		
Insurance - Property	52,000	42,840	88,000	0.2%	0.2%	0.4%	36,000	69.2%	45,160	105.4%
Heating/Cooling	54,564	56,420	36,887	0.2%	0.3%	0.2%	(17,677)	(32.4%)	(19,533)	(34.6%)
Electricity	71,944	74,605	68,147	0.3%	0.4%	0.3%	(3,797)	(5.3%)	(6,458)	(8.7%)
Water & Sewer	26,250	12,500	12,500	0.1%	0.1%	0.1%	(13,750)	(52.4%)		
Trash Removal	34,040	34,725	34,725	0.2%	0.2%	0.2%	685	2.0%		
<b>Total Utilities, Taxes &amp; Insu</b>	<b>313,449</b>	<b>293,375</b>	<b>307,017</b>	<b>1.4%</b>	<b>1.4%</b>	<b>1.5%</b>	<b>(6,432)</b>	<b>(2.1%)</b>	<b>13,642</b>	<b>4.7%</b>
<b>State/UW Assessments</b>										
Municipal Services	39,500	40,685	46,500	0.2%	0.2%	0.2%	7,000	17.7%	5,815	14.3%
Utility Assessments	101,170	75,395	75,395	0.5%	0.4%	0.4%	(25,775)	(25.5%)		
UW Assessments	485,205	650,854	650,845	2.2%	3.2%	3.2%	165,640	34.1%	(9)	(0.0%)
<b>Total State/UW Assesmer</b>	<b>625,875</b>	<b>766,934</b>	<b>772,740</b>	<b>2.8%</b>	<b>3.8%</b>	<b>3.7%</b>	<b>146,865</b>	<b>23.5%</b>	<b>5,806</b>	<b>0.8%</b>
<b>Other Expenses</b>										
Debt Svc UBP/WU	2,625,910	2,824,290	2,824,290	11.9%	13.9%	13.7%	198,380	7.6%		
Misc - SWF, S&S	127,106	144,808	125,301	0.6%	0.7%	0.6%	(1,805)	(1.4%)	(19,507)	(13.5%)
Reimbursements	39,555	35,000	31,250	0.2%	0.2%	0.2%	(8,305)	(21.0%)	(3,750)	(10.7%)
<b>Total Other Expenses</b>	<b>2,792,571</b>	<b>3,004,098</b>	<b>2,980,841</b>	<b>12.7%</b>	<b>14.8%</b>	<b>14.5%</b>	<b>188,270</b>	<b>6.7%</b>	<b>(23,257)</b>	<b>(0.8%)</b>
<b>Total Expenses</b>	<b>20,962,331</b>	<b>19,476,738</b>	<b>19,436,226</b>	<b>95.0%</b>	<b>96.1%</b>	<b>94.3%</b>	<b>(1,526,105)</b>	<b>(7.3%)</b>	<b>(40,512)</b>	<b>(0.2%)</b>
<b>Net Income/(Loss)</b>	<b>1,093,126</b>	<b>788,883</b>	<b>1,182,972</b>	<b>5.0%</b>	<b>3.9%</b>	<b>5.7%</b>	<b>89,846</b>	<b>8.2%</b>	<b>394,089</b>	<b>50.0%</b>

REVENUE	CURRENT BUDGET	CURRENT ACTUAL	BUDGET VARIANCE	PRIOR ACTUAL	
OPERATIONS & PROGRAMS					
RETAIL DINING	\$7,361,955	\$7,499,475	\$137,520	\$8,494,762	Restaurants and Markets & Cafes
CATERING	2,284,784	2,423,227	138,443	2,693,304	MU/US and Grainger Catering, plus Conference Centers
FACILITY RENTALS & FEES PROGRAMS	1,388,150	1,505,347	117,197	1,493,915	US Hotel/MU Guestrooms, AV rentals, campus vending, Facility fees....
	1,135,312	1,104,924	(30,388)	1,406,011	Theater Operations/Season, Minicourses, Alt Breaks, Hoofers...
SUBTOTAL OPS&PROG	12,170,201	12,532,973	362,772	14,087,992	
SEG FEES - WU	4,410,965	4,410,965		4,303,875	
SEG FEES - UBPP	3,086,155	3,086,155		3,072,585	
PARTNERSHIP/WISCARD RE	329,680	344,062	14,382	306,683	Wiscard partnership fees, ATM commissions, Housing Wiscard web transaction fee reimbursement,....
CAMPUS/OTHER REIMBURSE	214,370	221,889	7,519	228,154	Campus Photo ID Office/CESO support, student theater ticket subsidy supp, offsetting cost reimburseme
MEMBERSHIP & MISC	54,250	23,155	(31,095)	56,167	Membership, interest income, miscellaneous gifts/contributions, ...
<b>TOTAL REVENUE</b>	<b>20,265,621</b>	<b>20,619,199</b>	<b>353,578</b>	<b>22,055,456</b>	
EXPENSES					
COST OF GOODS SOLD	4,164,935	4,227,412	62,477	4,722,590	Food costs, products and costs associated with generating revenue by the units
DIRECT OP EXPENSES	5,307,154	5,486,969	179,815	6,053,772	Salaries/wages/fringes, general expenses for the revenue units, Hooper expenses, Minicourses, ...
SUPPORT SERVICES	1,836,894	1,650,830	(186,064)	1,665,656	
FACILITIES	2,837,792	2,691,391	(146,401)	2,798,051	
PROGRAMS & LEADERSHIP	724,114	612,881	(111,233)	682,235	Includes cost of WUD no fee or admission cost programming expenses
DEPRECIATION/BUILDINGS	160,752	160,752		160,801	
MAJOR REPRS/BLDGS & EC	380,690	545,394	164,704	1,147,330	Includes UBPP commitment
UTILITIES/TAXES/INS/TELEF	293,375	307,017	13,642	313,449	
STATE/UW ASSESSMENTS	766,934	772,740	5,806	625,875	
INTEREST EXPENSE/BONDS	2,824,290	2,824,290		2,625,910	
OTHER & OFFSETTING EXP	179,807	156,551	(23,256)	166,661	Wiscard credit card fees, UBPP project swf, cashier testing services....
<b>TOTAL EXPENSE</b>	<b>19,476,737</b>	<b>19,436,227</b>	<b>(40,510)</b>	<b>20,962,330</b>	
<b>NET INCOME(LOSS)</b>	<b>788,884</b>	<b>1,182,972</b>	<b>394,088</b>	<b>1,093,126</b>	

Wisconsin Union Procedure PL3-9a  
Expectations for Members of the Officer Nominating Committee

Members of the nominating committee, as set by the Wisconsin Union Bylaws, will receive, review and evaluate applications for Officers of the Union Council and Union Directorate. The nominating committee will interview candidates for specific Officer positions. Council will select the Officers from the nominees submitted by the nominating committee.

Members nominating committee agree to the following:

- Attend a 60-90 minute training program prior to the start of the selection process
- Attend (in person) all interviews
- Prepare for the interviews by reviewing all materials including position descriptions, resumes, and will operate within WU policies including SE3-3, SE3-4, SE3-8 and SE3-9
- Attend the Council meeting in which the slate of candidates is presented
- Notify the Union staff liaison of any potential conflict of interest

\*\*\*\*\*

**The Wisconsin Union Leadership Team approved this procedure and its amendments on the following date(s):** December 8, 2008, November 14, 2013.

Formerly SE3-9a.

*Last Date of Review:*

*Next Required Review Date:*

*Page 1 of 1*

# Hoofer Equestrian Center Facilities Master Plan

## 1008 Severson Road, Belleville, WI 53508

### Summary

This report is a general overview of upgrades and/or replacements that should be considered over the next 20+ years to meet the Hoofer Equestrian Center needs. The overview covers the facilities identified as the lower barn, indoor riding arena barn, upper barn, bedding shed, house, outdoor riding arena and general site conditions.

### Background

The Hoofer Equestrian Center is a converted dairy farm operation located on a 40-acre site near Belleville, WI. The facilities include a house, bedding storage shed, 40 stalls in two barns, a 75x120 indoor riding arena and a 90x240 outdoor arena with sand footing. The surrounding site includes approximately 15 acres of pastures & paddocks plus woods areas on rolling hills.



Aerial view of building complex.

## Report

Although the facilities have met some of the basic needs for a typical equine facility, upgrades to these facilities would improve the use for members, allow for increase outreach programs and possibly allow for increase in revenue from boarding fees. Below is a list of some of the needs and improvement suggestions. Incorporated in the lists are several options for upgrades, renovations or full replacements.

## House –



The house is a small ranch style approximately 40 years old with the main level rented out as a private residence and the basement utilized as the business center with office and lounge. The house is in need of repairs and renovation for general use which would allow for increased revenue from renting. The equestrian center could benefit from a space designated for club house use and an option could be to renovate the house for this use, although this would not meet all of the equestrian center needs for the business center, meeting spaces, support spaces, camps, etc. The ideal facility would be a retreat center.

House Option 1A: Repair / Renovate house – in need of multiple maintenance and replacement items: Cost of approximately \$120,000 over next 20-years

House Option 2A: Convert portion of house for club house use; Cost \$40,000 plus repairs listed above

House Option 3A: Demo house and rebuild as a retreat center; approximately 5,000 SF for a cost of \$1,250,000

## Lower Barn –



The lower barn is a post frame structure originally constructed for use as a machine shed, approx. 40+ years old and therefore beyond the useful life of this structure type. The facility is currently used for boarding horses with stall and tack rooms and general storage including hay and equipment. The facility is in need of significant repair and renovation due to the age and ineffective design for the current use. Another significant issue with this facility is the location relative to the current site drainage directed towards this facility which causes flooding in and around the building during heavy rains – see additional information below under grounds. The facility users would prefer an insulated/ventilated barn with heating for min. temperature of 35 degrees in the winter, improved flooring with soft footing in stalls and hard surfaces in aisles and storage areas. The repairs include, repair to the general structure, roof, doors and siding, repair to stalls and general interior repairs; the upgrades include upgrade to utilities, floor installation/replacement, insulation and ventilation, along with corrections due to water damage specifically exterior grading with majority of these repairs/upgrades required in the next few years. Total cost estimated at \$220,000 for lower barn repair and renovations over the next 20-years.

Replacement option for this facility – designed as a fully ventilated, insulated and heated stall barn is estimated at \$290,000, which includes correction to the site drainage at building perimeter and maintenance over the next 20-years.

Another option for replacing this stall barn and the upper stall barn is renovating the existing riding area as a stall barn and replacing the current riding arena with a new one meeting the size needs – see comments below under indoor riding arena.

## Indoor Riding Arena Barn –



The riding arena barn is a post frame structure constructed for use as a simple riding arena without any features such as adequate ventilation, roof or wall insulation, and is approx. 15 years old. The facility is currently used as an indoor riding area and is satisfactory but should be approximately 80-ft longer to meet riding needs and provide viewing space and the users would prefer an insulated and ventilated building. The facility is in need of some repair and renovation including insulating and ventilating the facility, extending the building approx. 80-ft, redoing the footing surface. Total estimated cost for riding arena repairs (over the next 20-year period) and upgrades as listed above: \$230,000.

Since the existing riding arena structure is in good shape, but does not fit current riding arena requirements - too short, no viewing space, insufficient ventilation, no insulation, etc. and the stall barns need replacing, see comments with upper and lower barns, an option would be to replace the riding area with a new facility meeting the user needs and remodeling the existing riding arena into a stall barn. This requires incorporating the repairs listed above, providing stalls, tack rooms, insulation and ventilation, upgrading utilities, including providing plumbing, redoing the flooring and extending the building an additional 60-ft to accommodate 40 stalls plus supporting areas.

Estimated cost for converting riding area into stall barn as listed above and therefore eliminating use of existing lower and upper stall barns: \$300,000, including maintenance over the next 20-years. Estimated cost for constructing fully insulated/ventilated new riding area, approx. 80-ft. wide x 200-ft long: \$380,000, including maintenance over the next 20-years.

## Upper Barn –



The upper barn is an old dairy barn with stone foundation and wood frame upper section. The facility is currently used for boarding horses with stall and tack rooms and general storage including hay in the loft area. The facility is in serviceable shape for an older structure but is not ideal as a stall barn including limited head room clearance. As with the lower stall barn, the facility users would prefer an insulated/ventilated barn with heating for min. temperature of 35 degrees in the winter. The general repair and upgrade costs associated with this facility is estimated at \$210,000 over the next 20-year period.

Because the upper Barn was not designed as use for horse boarding, and has limitations on upgrading possibilities, a recommendation is to eliminate the use of this barn as stall barn and only utilize it for storage for hay and other supporting materials. See Riding Arena for stall barn options.

**Shaving Shed** – The shaving shed is a small open front new (approximately 3-years old) metal sheathed wood framed structure utilized to store bedding shavings. Total estimated cost for upkeep maintenance over 20-years: \$3,000.

**Outdoor Arena** – The outdoor riding area is a 90-ft x 240-ft level fenced in area with sand footing, utilized for training riding and shows typically during the spring, summer, and fall. Although the outdoor riding area is in acceptable shape, there are some issues – poor drainage especially at the western one third, additional areas required for viewing, and fencing repairs. Total estimated cost for this work: \$55,000 over the next 20-year period, which includes the upgrades and ongoing maintenance to the footing base.



## Grounds



There are significant water drainage issues throughout the property with erosion gullies in the farm lot and along driving paths. The majority of the water flow across the farm lot is directed toward the lower barn which causes flooding in and around this barn. There is a catch basin in front of the barn and a culvert system underneath which is mostly filled with sediment and may not be sized for heavier storms adding to the flooding situation. There should be a hydrology study/design for improved site drainage and costs for re-grading the site would need to be determined as part of this study. For a preliminary cost estimate an area of 5+ acres for re-grading was considered along with one half mile of drive area. The estimate for this work is approximately \$1,000,000 which would include a study, design, survey, along with all the excavating work, materials, re-grading, resurfacing, etc. over the next 20-year period. Note, because of the current problem with flooding, runoff and erosion, the distribution of this cost was estimated at approximately 20% of the cost in the first year and remainder in 5-years with some of the maintenance cost in the 20<sup>th</sup> year.

The perimeter and interior pasture and paddock fencing requires upkeep and replacement, estimated cost: \$36,000 over the next 20-year period.

## Conclusion

The Hooper Equestrian Center located at a converted dairy farm operation on a 40-acre site near Belleville, WI has met the member's basic needs but is in need of significant maintenance, repair and improvements to meet the users continued and future needs. A number of facilities were not specifically designed for their current uses and/or are at the end or beyond of their intended life cycles, and need to be rebuilt and replaced taking into account needs and desires of club. In addition the site hydrology needs to be studied and reconstructed to eliminate erosion and flooding especially at the building locations.

Repair, Painting, Flooring, Electrical, Plumbing, etc.		\$11,250	\$22,500			
		\$5,000		\$4,000		
ion option			\$40,000			
t Center			\$1,250,000			
<b>novations</b>		\$29,450	\$74,988	\$19,500	\$33,550	\$157,488
<b>nt</b>			\$1,250,000			\$1,250,000
<b>Barn Upper</b>						
			\$23,100		\$23,100	
		\$6,000			\$6,000	
			\$20,400		\$20,400	
			\$4,800		\$4,800	
			\$6,000		\$6,000	
		\$6,400			\$6,400	
		\$3,200			\$3,200	
	\$2,100		\$4,200		\$4,200	
		\$8,400			\$8,400	
	\$2,800		\$2,800		\$2,800	
		\$5,000			\$8,000	
		\$6,000			\$12,000	
<b>novations</b>	\$4,900	\$35,000	\$61,300	\$0	\$105,300	\$206,500
<b>Barn Lower</b>						
	\$8,000				\$8,000	
	\$6,480	\$6,480			\$6,480	
	\$9,000				\$4,500	
		\$9,744			\$9,744	
	\$3,000		\$6,000		\$6,000	
	\$9,000			\$13,500		
	\$6,000			\$9,000		
	\$6,480				\$6,480	
	\$4,800	\$4,800		\$4,800		
s	\$5,676				\$5,676	
	\$4,500				\$4,500	
er	\$10,368				\$10,368	
	\$6,480	\$6,480	\$6,480	\$6,480	\$6,480	
ing costs with stalls		\$82,000			\$20,500	
and flooring inside replacement stall barn		\$120,000			\$30,000	
otprint site for replacement building		\$37,500				
<b>novations</b>	\$79,784	\$27,504	\$12,480	\$33,780	\$68,228	\$221,776
<b>nt</b>		\$239,500			\$50,500	\$290,000
<b>Indoor Riding Arena</b>						
		\$9,720			\$16,200	
	\$4,800					
				\$11,584		
	\$1,200		\$1,200			
			\$4,500		\$4,500	
	\$4,050		\$8,100		\$8,100	
	\$674		\$1,686		\$1,686	
	\$4,860		\$8,100		\$8,100	
30-ft		\$101,200				
extension		\$31,104				
arena (80'x200')		\$220,000			\$70,000	
		\$88,000				
ding arena into 40 stall barn (12'x12' Stalls), insulating, g concrete isles, etc. plus adding 60-ft.		\$200,000			\$70,000	
'Stall Barn extension		\$31,104				
<b>novations</b>	\$15,584	\$142,024	\$23,586	\$11,584	\$38,586	\$231,364
<b>nt</b>		\$308,000			\$70,000	\$378,000
<b>to Stall Barn</b>		\$231,104			\$70,000	\$301,104
<b>Shavings Box</b>						
					\$2,000	
					\$1,000	
<b>novations</b>	\$0	\$0	\$0	\$0	\$3,000	\$3,000
<b>Outdoor Riding Arena</b>						
a / improved drainage	\$22,500			\$11,250		



**HOOFER  
RIDING CLUB  
& Hooper Council**



**Proposal to Union Council**

## Table of Contents

Proposals.....	3
Proposal A.....	3
Proposal B.....	3
Liquidation.....	3
Recent History.....	4
Current Finances.....	5
Limitations on Revenue.....	5
Debt Forgiveness.....	6
New Structure.....	6
Equestrian Program Director.....	7
Instruction Intern.....	7
Advisory Board.....	8
Benefits to Student Leaders.....	8
Benefits to Riding Club Members.....	10
Facility Improvements.....	11
Benefits to Students.....	11
National Reputation.....	12
Financial Benefits.....	12
Liquidation.....	14
Conclusion.....	15

## Proposals

### Proposal A

Hooper Council would like to be absolved of all financial responsibility of operating the Hooper Equestrian Center. They request that the Union manage and control the stable operation so the club can focus on programming, which is the primary focus of the Hoopers student organizations. They propose that the Union build the appropriate finances into their annual budget in order to take over complete financial and management oversight of the stable and lesson program at the Hooper Equestrian Center.

If Proposal A is chosen, the Riding Club does not mandate any changes to prices or programming. However, the Riding Club recommends the addition of at least two new positions: an Equestrian Program Director and Instruction Intern. Total estimated operating expenses is \$453,000 annually, and projected revenue is \$368,000 in the first year. By hiring the Equestrian Program Director and Instruction Intern, the Riding Club projects increased revenue from an improved lesson program. The current Riding Club debt of \$72,074 would also be transferred to the Union.

Total expenses: \$452,615

Direct operating expenses: \$361,435

Proposed new staff: \$91,180 (Director & Intern salary, stipend, and benefits)

Total Revenue: \$368,352 - \$433,285

Expenses or revenue for schooling shows, educational clinics, marketing & promotion, and outreach would remain the responsibility of the Riding Club.

### Proposal B

The Riding Club requests to maintain management of the Hooper Equestrian Center and lesson program with assistance from professional staff. The Club requests that the Union provide \$50,000 plus benefits to fund an Equestrian Program Director to provide professional oversight for the lesson program and remove the burden of major revenue-production from students. This will allow student leaders time to focus on increasing membership, outreach, and special events. With this position, the club foresees increased revenue from an improved lesson program, and professional staff will protect the program from falling into debt and prevent the need for bailout by the other Hooper clubs. The Riding Club would fund an Instruction Intern.

Additionally, the Riding Club requests that the Union commit to carry out the proposed improvements of the 20-year Hooper Equestrian Center Facilities Master Plan. Hooper Council still proposes the Union zero the Riding Club's accounts through a transfer of funds amounting to \$72,074.

### Liquidation

If the Union decides not to provide any new funding to the Riding Club, the club cannot continue to function the same way it does now and Hooper Council sees no other choice but to begin planning liquidation of all stable assets. With no local options for the Club to continue programming, the Riding Club and Wisconsin Equestrian Team will no longer exist.

In this case, all debt would be transferred to the Union because Hoopers could not cover the estimated cost of \$223,156 plus \$72,074 of current debt. This is the least favored choice of the Riding Club and Hooper Council.

## Recent History

Since the Riding Club began managing the Hooper Equestrian Center in 1998, the Club has continually struggled to maintain a consistent budget. In 2005 and 2012, committees were created to assess the overall financial situation of the Hooper Riding Club and the long-term financial sustainability of the Hooper Equestrian Center.

In 2005, the committee recommended a shift in focus from a boarding facility that offers lessons to an instructional facility that offers boarding. The club successfully made that transition; it reduced boarded horses from 38 in 1998 to 12 in 2014 and increased Hooper Horses from 8 in 1998 to 18 in 2014. However, there was no structure put in place to handle the increased lesson program.

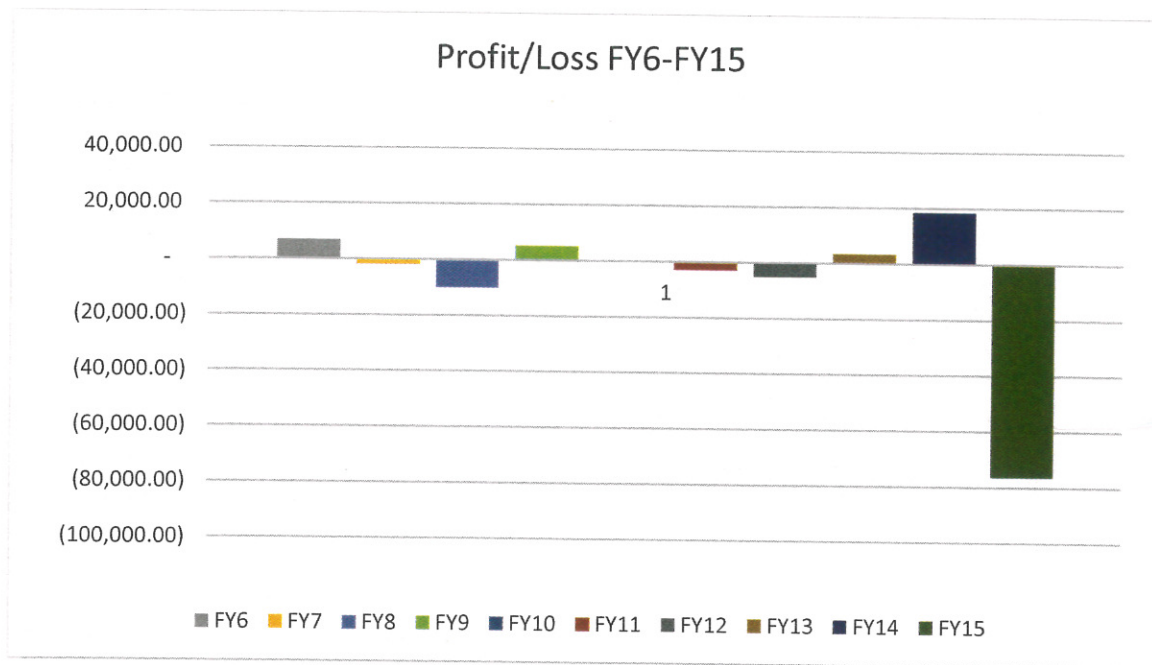
In 2012, the committee recommended raising prices, cutting expenses, and increasing fundraising. However, due to personal agendas of the Executive Board, prices did not increase significantly. Expenses, however, were cut. As a result, the health of the horses suffered, staff were undertrained and overworked, and the facility fell into disrepair with significant safety issues. Additionally, no plan was made to increase fundraising.

In 2015, the Executive Board turned over from primarily community members who benefited from cheap board to primarily students focused on a new mission “to foster horsemanship, inspire leadership, and create community through equine education.” The new Executive Board raised prices for all programs. A new Barn Manager and Assistant Barn Manager updated the stable budget and improved operations to reduce expenses.

From FY6-FY13, the club finances remained fairly steady. In FY14, the Riding Club had its largest profit ever. Unfortunately, much of that profit was due to outstanding bills or delayed maintenance that reflected in FY15. The leadership from FY14 are no longer members of the Riding Club.

In FY15, the Riding Club had a deficit of \$76,286, its largest ever. In addition to non-quantifiable challenges including a new Advisor, new Barn Manager, and new Hooper Financial Specialist just learning their roles, high and immediate student turnover, and an exodus of members when a former community member opened a competing stable, some of the debt can be identified below:

- Accounting error in Academic Wages - \$26,371
- Assist. Barn Manager when students chose to leave stable operations - \$10,500
- Past due bills due to no professional oversight and overburdened accountant - \$5,168
- Lamé horses kept for personal reasons of Exec Board members - \$4,210
- Fleet vehicles for towing Hooper Horses as a new requirement - \$844
- Completion and planting of new septic system - \$897
- MC/Visa fees when requested the club switch from checks - \$560



From FY6-FY15, the Riding Club had an average deficit of \$6,175. If FY14 and FY15 are removed as outliers, the Club had an average annual deficit of \$488.

## Current Finances

Despite many challenges this year, including, but not limited to:

- No Advisor from July to January,
- No technical Advisor or Advisor with industry knowledge or experience,
- Lack of professional/safety oversight of summer camp,
- Student turnover resulting in a late start to fall lessons,
- Student instructor turnover resulting in canceled lessons and members leaving,

the Riding Club is negative \$5,808 as of the November Final. However, due to an accounting error (which has been occurring since FY14) the Riding Club has been paying 100% of the Barn Manager's salary. This is a \$2,160 per month error, totaling \$10,800 so far this fiscal year.

When the accounting error is resolved, the Riding Club will be positive \$5,000 for FY16.

Overall, the Stable has been able to decrease expenses from Supplies & Services below any year in recent history. However, the student run lesson program has not been able to reliably attain the required \$228,000 in revenue.

## Limitations on Revenue

All revenue-producing activities (except board, which does not produce a profit) are entirely student run. Students are responsible for producing \$239,000 in annual revenue without any professional direction or oversight.

## Debt Forgiveness

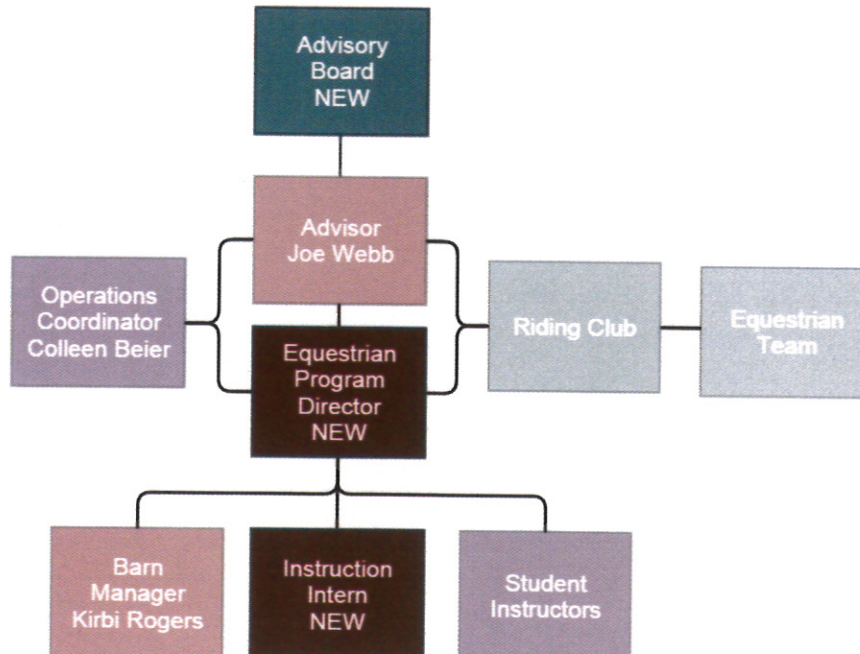
Hoofers would like to be absolved of \$72,074 of FY15 debt and for the Union to subsidize potential FY16 debt until a decision by Union Council is made and the plan is executed. While the Riding Club is currently in limbo, they are not able to program and budget as they normally would.

This is necessary for the longevity of Hoofers and for the organization to continue to program for all club members.

Currently, other Hooper clubs are not able to put on the programming they would like or buy new items they need because their funds are tied up in the Riding Club's debt. For example, Ski and Snowboard planned to create educational programs for people who cannot ski or for people with disabilities, and they are not able to because they cannot spend their retained earnings. Hoofers needs to be financially relieved of this debt in order to continue to program well and carry out the Union's goal of creating social education for all.

## New Structure

The organizational structure recommended in Proposal A and planned for Proposal B will remove the burden of the lesson program, summer camp, and major fundraising from the student leaders. An Equestrian Program Director will be hired to oversee the program and act as the technical advisor to the Riding Club and Equestrian Team. This will remove nearly \$200,000 of revenue from the shoulders of students and leave the Riding Club responsible for a manageable \$30,000 of projected annual revenue.





## Equestrian Program Director

The Equestrian Program Director will ensure the smooth operation of the Hooper Equestrian Program. He or she will maintain the primary revenue streams of the Equestrian Program, ensure the quality and safety of programming, and secure major donations.

In Proposal B, the Riding Club requests an estimated annual \$50,000 plus benefits to cover the salary of a full time Equestrian Program Director. The Equestrian Program can increase revenue to cover the Director's salary within 5 years, as explained below.

	Year One Net Budget Change	Year Three Net Budget Change	Year Five Net Budget Change
Increase Private Lessons Price	\$960.00	\$960.00	\$960.00
Increase Semi-private Lesson Price	\$1,104.00	\$1,104.00	\$1,104.00
Secure Horse Sponsorships	\$2,400.00	\$4,000.00	\$5,000.00
Increase Semi-private Lessons Quantity	\$2,640.00	\$2,640.00	\$5,280.00
Increase Summer Group Lessons Quantity	\$3,216.00	\$3,216.00	\$3,216.00
Increase Academic Year Lessons Quantity	\$3,552.00	\$7,872.00	\$7,872.00
Increase Senior Ride Price	\$0.00	\$260.00	\$260.00
Increase Boarder Lesson Price	\$0.00	\$480.00	\$480.00
Increase Ring Ride Price	\$0.00	\$630.00	\$630.00
Increase Schooling Show Quantity	\$0.00	\$3,300.00	\$3,300.00
Increase Advanced & Team Lessons Price	\$0.00	\$3,546.00	\$3,546.00
Add IEA Team	\$0.00	\$3,950.00	\$13,250.00
Increase Private Lesson Quantity	\$0.00	\$4,080.00	\$4,080.00
Increase Academic Year Lessons Price	\$0.00	\$4,320.00	\$4,320.00
Increase Weeks of Summer Camp	\$0.00	\$7,250.00	\$7,250.00
Add Summer Show Team	\$0.00	\$0.00	\$2,740.00
Add Spring Camp	\$0.00	\$0.00	\$3,625.00
Increase Summer Camp Price	\$0.00	\$0.00	\$4,425.00
<b>Total Budget Change</b>	<b>\$13,872.00</b>	<b>\$47,608.00</b>	<b>\$71,338.00</b>

The Director will hire, train, and supervise instructors. He or she will strive for a safe program and ensure all staff members are trained and prepared for emergencies and manage the annual budget of the Equestrian Program. The position will also provide continuity and consistency for an organization that has yearly turnover in leadership and membership. Overall, the Equestrian Program Director takes the burden of revenue and safety off of the students and transfers it to a Union employee who is qualified to run the business and can be held accountable to operate within Union guidelines and regulations.

## Instruction Intern

The Instruction Internship is a one-year position for a current student or recent graduate of an equestrian degree program. With his or her full time availability, the Instruction Intern will be the

primary instructor to teach group and private lessons, replace the student Instruction Coordinator by scheduling lessons, work for the stable four nights per week, and serve as an on-property staff member for emergencies and inclement weather.

Compensation package: \$21,180 annually (Stipend, housing, board)

Savings to Club: \$23,188

Lesson Instruction: \$16,128

Lesson Coordinator: \$4,800

Stable Shifts: \$2,260

While the Club expects the added availability of a full time instructor to increase lesson revenue by \$10,275 annually, if no revenue is added the Instruction Intern will save the Equestrian Program \$2,008 per year.

### Advisory Board

The Executive Board will be replaced by an Advisory Board to more closely mimic other non-profit organizations. The student majority, 9 member Advisory Board will meet quarterly. The Advisory Board will consist of:

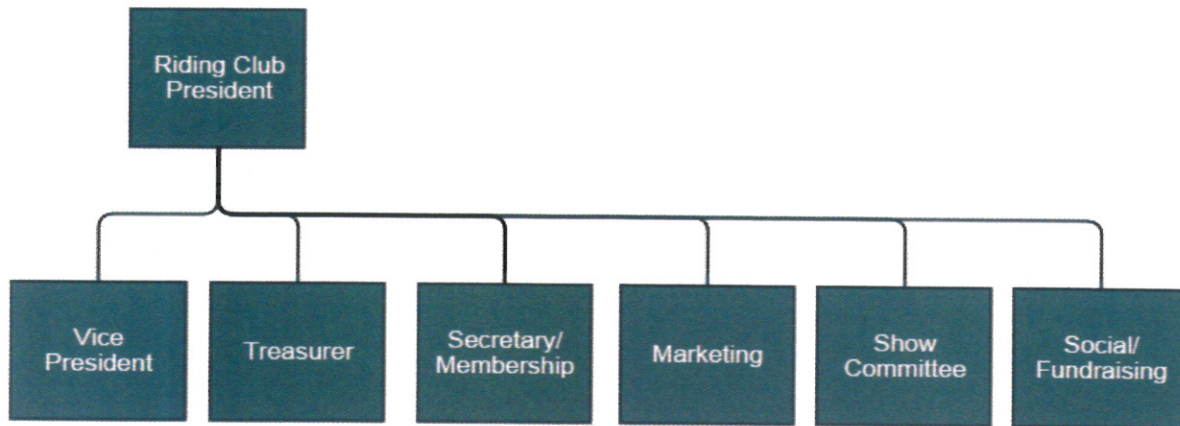
- Riding Club President (Student)
- Equestrian Team President (Student)
- Hooper Council VP of Finances (Student)
- Undetermined (Student)
- Undetermined (Student)
- Equestrian Program/Business Expert (Non-student)
- Equine Veterinarian (Non-student)
- Instruction Expert (Non-student)
- Memorial Union Building Association Representative (Non-student)

The primary purpose of the Advisory Board is to ensure the Hooper Equestrian Program is maintaining its mission and meeting its financial and programming goals.

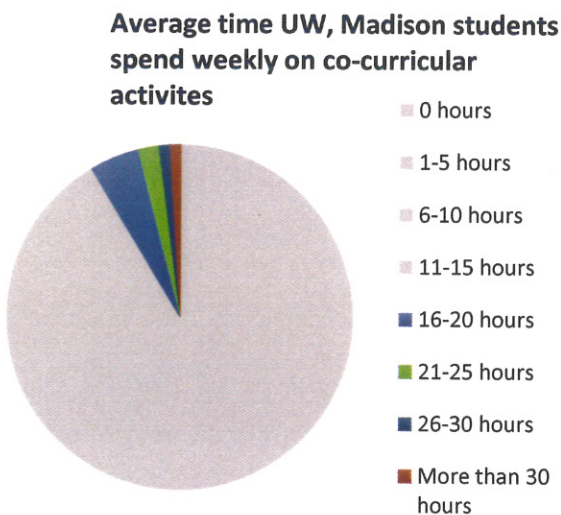
### Benefits to Student Leaders

According to a survey of recent Riding Club student leaders, 100% spent 11 hours or more per week in their position. 25% spent 26 hours per week or more in their position. 90% said they struggled with "Too much workload".

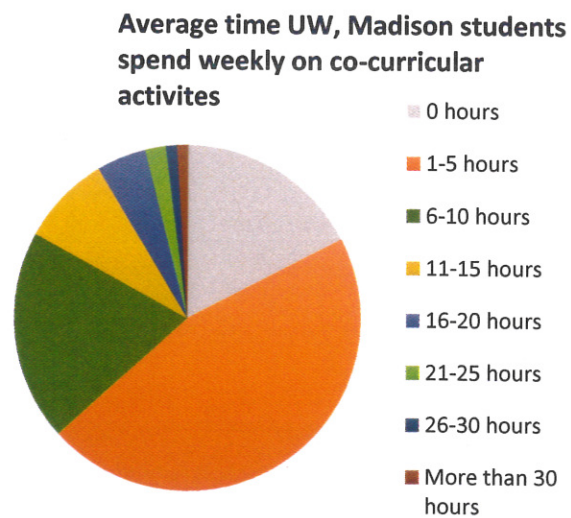
In the National Survey of Student Engagement's 2014 Report on the University of Wisconsin-Madison, students answered the following question: "About how many hours do you spend in a typical 7-day week participating in cocurricular activities?" Only 8% of students spend more than 15 hours participating in co-curricular activities.



Under the new structure, the Riding Club will be responsible for new membership, marketing, and planning social, fundraising, and outreach events. These responsibilities emulate the requirements of other student organizations. Most student leadership positions will drop to manageable 3-10 hours per week, which meets the hourly commitment of 82% of UW, Madison students.



**Figure 1: Percentage of UW, Madison students who spend 16 or more hours weekly on co-curricular activities**



**Figure 2: Percentage of UW, Madison students who spend 1 or more hours weekly on co-curricular activities.**

Some quotes from recent student leaders:

*“The amount of involvement necessary... became enough to start affecting schoolwork, and is too large a burden to place on students alone. This really easily creates burnout in the students, causing additional turnover in student leaders throughout the semester.”*

*“If we would have had less hours I would have wanted to continue as a leader. Towards the end it was difficult to not quit because of the load and the stress on top of school. I loved Hoofers and teaching riding and my instructors but being a leader made it difficult to stay.”*

*“Too much is required of students to the point where students need to choose between academics and the well-being of the organization.”*

Of the Riding Club student leaders surveyed, 62% said they would have remained in their role if the position could be done in less than 10 hours per week. 71% would have remained for less than 5 hours per week.

Additionally, students will have the technical expertise of the Equestrian Program Director to help them plan and execute safe shows, clinics, and other programs. 90% of the student leaders surveyed said "More professional staff and technical oversight" would have helped solve some of the issues they experienced as a leader.

Additional student leader quotes:

*"The Union tried its hardest to be helpful but the reality of a barn is that it's a very specific knowledge set..."*

*"Creating more continuity in those in charge of finances, operations, and the lesson program (without student turnover) will help solve a lot of the small mistakes that have been made in the past."*

*"Having the help of a professional staff would seriously help alleviate the burden on students and place them in roles where they can succeed and feel like they are making a difference and are not feeling resentful of the role."*

*"This program isn't like any other, and the organization needs to realize that the needs do not fit into the mold of the other Union programs and must be approached differently."*

### Benefits to Riding Club Members

Because there is no oversight of the lesson program, limited lesson availability, poor quality instruction, and major inconsistencies in curriculum, club members have had negative experiences.

When entirely reliant on student instructors, lesson availability is very limited. In a 2014 all-member Riding Club survey, only 8 members listed Lesson Availability as Excellent. Some member quotes:

*"Would love a daytime lesson or two to choose from... I'd love the chance to be at the barn for a private or group lesson midweek! I'd also be willing to pay a bit more for the privilege."*

*"It is difficult at times to get a spot [in a lesson]."*

*"There are few private lesson opportunities."*

The addition of a full time Instruction Intern would allow the club to schedule private, daytime, and after school lessons like it never has before, resulting in happier members and increased income.

Additionally, there is currently no training or supervision of instructors. This results in regular member complaints about their instructors, including being late or unprepared, texting or talking to friends during lessons, or exercises that are too easy or difficult for the horse and rider pair. Due to student schedules, some members will have as many as 4 or 5 different instructors in a single semester of weekly lessons. The Equestrian Program Director will train, supervise, and assess Instructors to ensure safe and professional lessons for members.

Finally, consistent curriculum has always been a problem for the Riding Club. From a Riding Club member:

*"I feel like [I] don't have a roadmap for my learner journey nor a good sense of what to expect in terms of progression, learning objectives, and how to predict class schedules far enough in advance to make time in my schedule. "*

The Director will create a lesson curriculum and use it to train instructors, oversee lessons to ensure consistency, and transition new instructors seamlessly into lessons creating a better quality program and more enjoyable experience for members.

## Facility Improvements

The Hooper Equestrian Center was built quickly by an incredible group of dedicated volunteers. Unfortunately, the facility was not built with an eye to the future, and uneducated and shortsighted management has allowed the facility to fall even further into disrepair. The Hooper Equestrian Center's facility is well below average when compared to other similar equestrian centers.

Additional quotes from the 2014 survey mentioned above:

*"When my parents saw the barn they said they would never let my horse board there."*

*"When newcomers come to the barn the first impression is one of the facility not being well cared for."*

*"Wish we had fencing that made injuries less likely."*

*"The lounge is a sorry sight."*

*"Facilities in general pose great safety issues during winter for both people and horses."*

In Proposal B, the Riding Club requests funding to complete the Hooper Equestrian Center Facilities Master Plan created by Susan Dibbell, Paul Broadhead, and Joel Gerrits. The report is a general overview of facility upgrades and/or replacements needed over the next 20 years. The report identified an expected \$1,000,000 in building and fencing repairs and upgrades over the next 20 years and \$1,000,000 in grounds and erosion work (hydrology study, swale construction, erosion control, etc.) due to the challenging topography of the Equestrian Center.

Attached is the complete report and cost sheet.

## Benefits to Students

In the spring and summer, drainage issues leave students and staff calf high in mud and navigating puddles and streams throughout the property. In the winter, this results in slick patches of ice, made more treacherous by the flat soles of riding boots. Additionally, our barns and arenas provide little relief from the brutal Wisconsin winters. Because of this, many students do not enjoy riding year round as much as they should. Having comfortable facilities would allow students to ride throughout the year without the worry of footing or weather.

The size of the Hooper Equestrian Center indoor arena is not conducive to upper level lessons or meeting competition goals. Because of the limited space, students are limited to short courses of 4-5 fences (vs.

the 8-12 they will see at competition) and to a very low height of 2 feet (vs. the 3 feet+ some see in competition). This causes boarders to move, competitive riders to find other barns, and limits the competitiveness of the Wisconsin Equestrian Team.

While other intercollegiate teams are practicing over full courses at or above competition height, the Wisconsin Equestrian team is forced to practice over mini-courses from October to April. The Intercollegiate Horse Show Association (IHSA) tests riders on unfamiliar horses without a warm-up. So team riders are required to draw the name of a horse out of a hat, mount, walk into the arena, and canter to their first fence on course. This may be the first time they have approached a fence at competition height in two to seven months. With these limitations, they were still eighth in the nation in 2015. If team riders were able to practice at their competition height on full courses, they could challenge some of the best teams in the country.

Many upper level riders come from high income families, and have minimum expectations for their riding facility. Currently the Hooper Equestrian Center does not meet mediocre standards for a lesson facility. Many students, especially those with above average financial backing, are immediately turned off by the appearance of the facility and lack of basic amenities found at their home barns. By updating the facilities to something these students can be proud of, the program gains a new group of club members and elevates the level of riders in the program.

Finally, a barn should be a second home to riders. Most riders will tell you their barn feels like home, even if they are only once a week lesson riders. A good barn creates a community that support each other, participate in barn activities, and gather outside of lessons. While the Hooper Equestrian Center does have a friendly community, the facility does not lend itself for new riders to easily become involved. A comfortable place to watch lessons, improved barn layout, and inviting central lounge encourages students to spend time at the barn before and after lessons, meet with friends on the weekend, or stop in as an inviting place to study off campus.

### National Reputation

The Hooper Equestrian Center is already home to the best intercollegiate equestrian team in the Midwest, and one of the best in the country. Unfortunately, the facilities do not match their outstanding accomplishments. Some schools, like West Texas A&M, Penn State, Auburn, Stanford University, and the University of Minnesota, are known for their excellent equestrian centers. The University of Wisconsin could be added to that list with an updated barn, new indoor arena, and updated fencing.

### Financial Benefits

Our current facility impedes productivity. With basic facility improvements, the stable could save \$32,701 annually in labor:

	Time Saved	Annual Savings
Hay storage labor	1 hour per week	\$667.16
Feed storage	10 minutes per day	\$780.49
One barn	1 hour per day	\$4,682.95
Auto-waterers	9 hours per week	\$6,004.44
Hay storage waste	200 bales per year X \$4	\$10,264.00
Matted stalls	4 minutes per stall per day	\$10,302.49
<b>Total Annual Savings</b>		<b>\$32,701.49</b>

Additionally, a better facility will reduce staff turnover and injuries caused by dangerous paths and footing.

The indoor arena is the smallest in the area and limits the Club's ability to host year round lessons. For the health of horses and riders, lessons are canceled when it is below 10 degrees. While the number of cancellations varies from year to year, on average 4 lessons are canceled per week through January and February, resulting in an average loss of \$4,403. Additionally, Winter Camps are very popular for youth on winter break. A comfortable indoor allowing for a one-week camp would bring in \$3,550 in revenue.

The Wisconsin Equestrian Team spends approximately \$6,000 per year to host two winter/spring shows at another facility because the Hooper Equestrian Center's indoor arena is too small for competition. A larger indoor with room for spectators would save the team \$6,000 per year and potentially result in additional income by hosting post-season shows.

The Hooper Riding Club currently runs a successful Summer Show Series. With a larger indoor and temperate barn, the Riding Club could easily add a Winter Show Series, adding \$6,000 of revenue annually. Two one-day clinics with local judges and trainers would add another \$3,000 per year.

The Stanford Red Barn (Stanford's equestrian center) has a \$1 million, self-funded budget. Because of a complete renovation in 2004, Stanford is able to charge premium prices for boarding horses. Two-thirds of their revenue is from boarding, which allows them to keep programming prices reasonable for students.

Currently, with unsafe and subpar facilities, the Hooper Equestrian Center is barely able to break even on boarding. Dane County is home to over 5,000 horses and the Hooper Equestrian Center is one of the few facilities within 30 minutes of downtown Madison (and just down the street from Epic). With an upgraded facility the Hooper Equestrian Center could easily raise board from \$380 per month to \$600 per month without increases to labor and supply expenses. Additional boarding profit would equal at least \$26,400 per year.

Finally, donors invest in something they are proud of. At this time, the substandard facility is not attractive to large donors. With an updated facility, the Equestrian Program Director, Operations Manager, and student leaders will finally be able to solicit large donations from wealthy equestrians and other supportive donors attracted by the appeal of investing in a horse program. While not easily quantifiable, this could transform the Hooper Equestrian Center into an exceptional facility.

Overall, an updated facility will easily equate to \$82,054 in additional annual revenue and reduced expenses:

Host Winter Clinics	\$3,000.00
Add Winter Camp	\$3,550.00
Canceled Lessons Savings	\$4,403.00
Team Shows Savings	\$6,000.00
Add Winter Show Series	\$6,000.00
Additional Boarding Profit	\$26,400.00
Stable Labor Savings	\$32,701.00
<b>Total Additional Revenue &amp; Decreased Expenses</b>	<b>\$82,054.00</b>

before considering the savings that will result from decreased maintenance and emergency purchases and repairs associated with an aging facility.

## Liquidation

Should Union Council decide not to invest resources in the Hooper Riding Club, Hooper Council will vote to begin liquidation of Riding Club assets. Liquidation includes ending all programming at the Hooper Equestrian Center, selling the Riding Club horses, selling (or relinquishing to SWAP) all club and stable equipment and supplies, and terminating the Riding Club's lease with the Memorial Union Building Association.

Due to insufficient options for nearby facilities, the Wisconsin Equestrian Team would be dissolved and the Riding Club would no longer function as an active group. A select few members may or may not remain as a special interest club that no longer participates in riding or horsemanship activities.

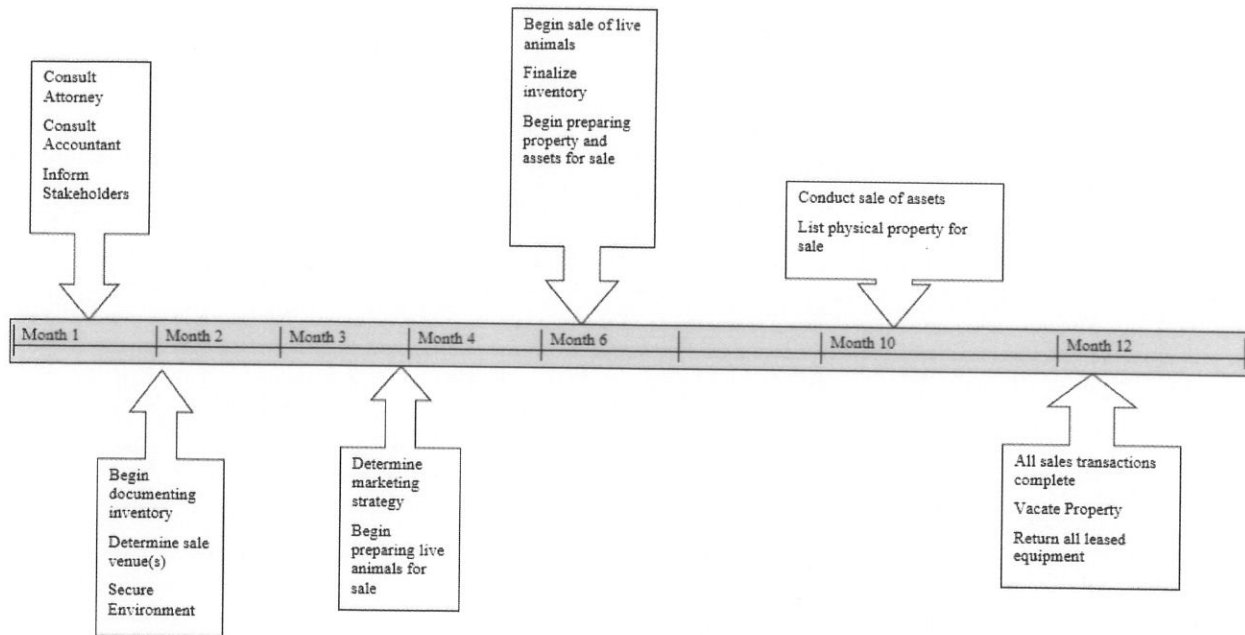
The estimated \$295,230 debt of liquidation would be transferred to the Union because Hoopers is not capable of covering the costs. The estimated costs are as follows:

- Revenue: \$32,720  
Horse sales, limited remaining boarders, final house rent payments
- Total Expenses: \$327,750
  - Operating Expenses: \$184,928  
Approximately 50% of usual operating expenses
  - Liquidation Specific Expenses: \$70,948  
Additional staff hours, attorney fees, marketing/communications, retention bonuses, dumpster rental, etc.
  - Current Debt: \$72,074

The process to liquidate is expected to take 10-12 months. Below is a high level timeline of the process:



## HEC Liquidation Timeline



### Conclusion

With the support of Union Council, the Riding Club has the opportunity to transform into a quality Equestrian Program that the Riding Club, Equestrian Team, Hooper Council, Union Council, and University of Wisconsin can be proud of.

Despite incredible hardship and requiring students to run a \$400,000 per year business, the Riding Club has been able to maintain a reasonable budget for 8 out of the past 10 years. By hiring an industry professional to oversee the program and maintain the budget, we can ensure another FY2015 never happens again. By investing in the staff and facilities, the Equestrian Program will thrive. The numbers support tangible growth that can be realized in the next 6-12 months, and the potential for long-term growth is astonishing. Even with subpar facilities and questionable instruction, the students and Madison community have shown their support of the program.

With a professional program and improved facilities, the Hooper Riding Club will achieve its mission to foster horsemanship, inspire leadership, and create community through equine education.