Education and Student Affairs Committee Memorandum
Board of Regents, State of Iowa

Subject: Lakeside Laboratory Study and Recommendations

Prepared by: Robert Barak

Date Submitted: December 6, 2004 ASN

Executive Summary:

Earlier this year the Iowa State University Extension Service was asked by the Iowa Lakeside Lab Coordinating Committee to develop a business plan for Lakeside Lab and provide interim staffing for the Lab to replace the Director who resigned. Corinne Peterson, a member of the State Extension staff was appointed Interim Director and later Bonnie Bowen a faculty member from ISU was appointed to coordinate the academic planning.

The Business Plan for Lakeside Laboratory has been developed and was approved by the Iowa Lakeside Laboratory Coordinating Committee and is being presented to the Board of Regents. If the Plan is successful, it will result in the Lab becoming more financially self-sufficient in three years. As noted in the Plan's Executive Summary the key aspects of the plan are:

- A New administrative structure;
- A Strengthened research program, which is based on the Lab's location amidst the Iowa Great Lakes watershed, emerging research directions, interests of Regent faculty, current reputation for the study of diatoms and recommendations to be made by a Research Task Force;
- Increased enrollment in a summer academic program;
- A year around non-academic programming (outreach);
- A continued Board of Regent support for maintenance of aging buildings and grounds;
- A financial and in-kind support from grantors, the local community, and new partnerships; and
- A higher visibility and continued positive relations with the local community and with Regent University science departments.

The Business Plan, if successful, will move Lakeside Lab from a FY06 Total Revenue of $1,015,950 which includes a $397,006 Regent allocation, to FY08 Total Revenue of $1,296,290, with Regent allocation remaining level. Alternative scenarios representing a high, medium and low estimated revenues will be presented to the Committee next week.

A copy of the proposed Business Plan is attached.

Business Plan

Iowa Lakeside Laboratory

Wahpeton, IA

December 2004

Corinne 'Cory' Peterson, Interim Director, Iowa Lakeside Laboratory
Verl 'Andy' Anders, Senior Consultant, Center for Industrial Research and Service (CIRAS), Iowa State University
Lynn Laws, Consultant Planning/Writing
Catherine Hunt, Marketing Specialist, Extension Marketing, Iowa State University
Elaine Edwards, Manager, Extension Marketing Iowa State University

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- Buildings Inventory, Conducted by Friends of Lakeside Lab
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- Teaching Spaces and Facilities at Iowa Lakeside Lab
- Biological Field Station Audit
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- Stakeholder Recommendations
- Friends Input, November 1, 2004, meeting notes
- Notes from Diatom Brainstorm Meeting with Sarah Spaulding
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- Summary of Lakeside Lab Visit, UNI, October 15 & 16

HISTORICAL DATA

- Community/K-12 Narrative
- Community/K-12 Table – Historical Data
- Eighty Years of Research at Iowa Lakeside Laboratory: A Bibliography
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COMPARATIVE DATA

- Inventory of Courses Taught at Other Biological Field Stations
- Itasca Rate Sheet (from their web site)

MARKETING

- Marketing Plan

Vision Statement

Iowa Lakeside Lab's future lies on its cornerstone of academic excellence and diverse natural areas, including lakes, wet and dry prairies and oak savannas. Iowa Lakeside Lab will continue to provide university students with opportunities for hands-on learning through its field-oriented summer courses. However, academic offerings will be extended into other seasons. Classes will fill to maximum capacity due to strategic marketing and course selections based on emerging student interests. When field courses are not scheduled, beds and classrooms will be utilized for K-12 and professional enrichment classes, rentals and other outreach programs.

This programming will raise community awareness, inform local environmental policies and generate revenue 20 to 40 percent above the actual cost of the programs. Grants, business partnerships and income associated with new uses for the facility, such as an Artist in Residence program, conferencing and retreat services and a youth mentoring program, will also generate revenues 20 to 40 percent above the cost of the programs. Financial support from the Board of Regents (BOR) will continue because Iowa Lakeside Lab (ILL) is recognized locally and statewide for its full-to-capacity enrollment, its academic excellence and its programs which enhance student learning beyond the traditional classroom.

The research component of the lab will be enhanced and will draw researchers from BOR universities as well as researchers from around the globe. Research will grow through grant-supported research of faculty and graduate students; through new partnerships with county, state and federal entities, by building on the now internationally-recognized diatom program, and through fund-raising activities of the Friends of Lakeside Lab.

A new administrative structure will provide the time, expertise and vision needed to enhance community, business and university relations; ensure annual planning; oversee the creation and successful implementation of research, development and marketing plans; garner new partnerships; and ensure increased use of facilities.

Executive Summary

Keys to Iowa Lakeside Lab's future are:

- New administrative structure
- Strengthened research program, which is based on the lab's location amidst the Iowa Great Lakes watershed, emerging research directions, interests of ISU faculty, current reputation for the study of diatoms and recommendations made by a Research Task Force (currently underway)
- Increased enrollment in a summer academic program
- Year-around non-academic programming (outreach)
- Continue BOR support for the maintenance of aging buildings and grounds
- Financial and in-kind support from grantors, the local community, and new partnerships
- Higher visibility and continued positive relations with the local community and with BOR university science departments.

This plan is organized according to the following business model:

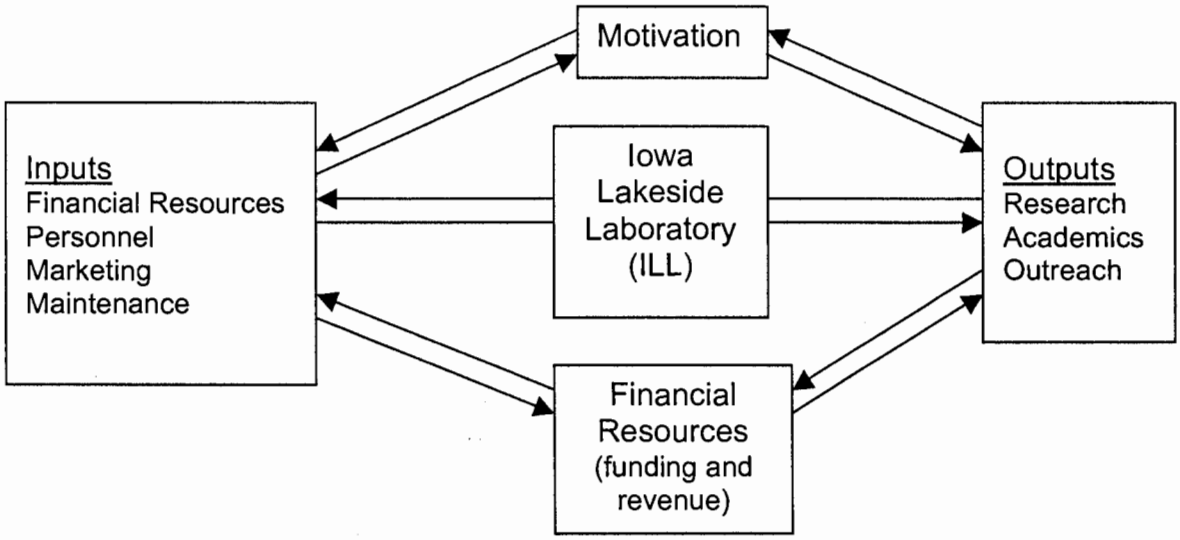

Chart 1: Business Model

Motivation

- A supportive community: commitment, time, fundraising
- A BOR presence in northwest Iowa – an institution to provide field education, research and outreach in northwest Iowa
- Longstanding, international reputation for field station education with courses such as diatoms
- Ideal location for a biological field station: diverse and multiple ecosystems in close proximity to each other, providing a unique study experience
- Emerging researcher and government interests in watershed research
- Financial statements show potential for sustainable operations

Outputs

Research

- Research conducted by faculty at ISU, UNI, U of I, and others, focused on common research areas
- Recommendations, from Research Task Force implemented and ILL attracting researchers (Task Force now underway; will report findings in May 2005)
- Research activity brings researchers and graduate students to ILL. Revenue from room and board and a share of indirect costs from research grants will help maintain ILL facilities, including research facilities and equipment.
- Current and future aquatic research at ILL recognized and utilized to inform state and local environmental policy decisions
- Continue water quality research through volunteer water monitoring (CLAMP) program, working with the Iowa Department of Natural Resources to coordinate efforts with IOWATER.

Academics

- Increased classes and students with goal of 50 to 70 students enrolled in each of the three summer terms
- Schedule of courses tied to and augmenting undergraduate and graduate degree programs
- Courses selected match student interests as indicated in surveys
- Possibility of courses expanding beyond summer season

Outreach

- Short-term programs offered year-around by staff, volunteers, Friends and researchers (includes teacher education under Title IIA/B)
- Programming for K-12 students and teachers, professionals, adults, families and lake visitors, (i.e., ecotourism).
- Sharing knowledge and research to educate the local community, to inform public policy and to encourage community support of ILL.

- Support of local business community enhancing community relations, sponsoring of selected outreach programs and partnering to provide student internships.
- Unique collaborations, such as an Artist in Residence program in collaboration with Lakes Art Center, strengthening community ties and increasing visibility of ILL.
- New partnerships increasing revenue and visibility and enhancing the reputation of ILL (i.e., Iowa DNR, National Conservation Training Center, EROS Data Center, etc.)

Inputs

Financial Resources

Current

- Current BOR allocation
- Academic Student Fees (including Friends scholarship support)
- Consortium Membership
- Miscellaneous Income

Proposed

- Title IIA/B Grant application for $100,000
- Revenue from Friends of Lakeside $1 million endowment: $25,000 to support on-site director
- Income from enhanced ,endowment ($10 million goal) Friends are currently working on a $2 million endowment goal
- Business sponsorships to offset costs of some programming efforts
- Increased Consortium membership
- New fees: equipment use
- Increased number of students enrolled in academic program
- Research grant overhead dollars
- Room, board and facility income increased through year-around programming

Personnel (See Chart 1: Proposed Organizational Plan)

- Executive Director, Part-time, on-campus (new)
- Director of Academics and Research, part-time, on-campus
- Director of Operations and Outreach, on-site (new)
- Two, Administrative Assistants, part-time
- Maintenance and Business Managers; continue current
- Environmental Educator to coordinate and conduct K-12 and adult programming at lab. (currently being staffed by Friends)
- Librarian, part-time for summer academic programming
- Volunteer pool to defray costs and provide support for programming (i.e., water sampling, grounds maintenance, prairie maintenance, etc.)

Marketing

- Expand to year-around use of facility by students, adults, faculty and researchers.
- Maximize summer academic enrollment
- Enhance community relations.
- Increase consortium members to at least eight by fiscal year '08.
- Establish non-academic partnerships and collaborations.

Maintenance

- Complete capital improvements, currently before the BOR
- Establish annual $10,000 allocation for emergency maintenance items
- Complete maintenance needed to prevent further deterioration of facility.
- Add lab and classroom equipment such as microscopes and computers.
- Invest in facilities and equipment (such as outdoor lighting, washers and dryers, etc) to support the year-round use and increased wear-and-tear on facilities
- Enlist the support of community volunteers to assist with building and grounds maintenance

Financial Pro Forma

Three-Year Projection

Pro forma projections were developed for the most likely revenue scenario. Analysis of room and board and fees at other labs, the net revenue per class in 2004, and facility limitations affecting revenue was completed.

Table 1 (below) reflects a three-year projection, assuming five classes of 10 students for each of three, four-week terms. The scenario includes outreach program income, Friends support, endowment income, grants and sponsorship support starting in FY06. The scenario also includes added expenses for staffing, equipment, maintenance and marketing. *(See Pro forma FY06-FY08 in appendix for detail)*

	06	07	08
Program Revenue*	$ 608,637.00	$ 758,465.70	$ 888,977.00
Expenses	$ 724,639.00	$ 766,147.00	$ 769,653.11
Cash Balance - Lab Operations	$(116,002.00)	$ (7,681.30)	$ 119,323.89
Board of Regents Allocation	$ 387,006.00	$ 387,006.00	$ 387,006.00
LAS Allocation	$ 20,307.00	$ 20,307.00	$ 20,307.00
Total Revenue and Allocations	$1,015,950.00	$1,165,778.70	$1,296,290.00
Net Cash Balance	$ 291,311.00	$ 399,631.70	$ 526,636.89

Table: 1: Three-year projection summary * Revenue includes tuition

Conclusion

With this proposed plan, we will move from a FY06 Total Revenue of $1,015,950, which includes a $387,006 BOR allocation, to FY08 Total Revenue of $1,296,290, with BOR allocation remaining level. *(from ~40 percent support to ~30 percent support)*

Plan Recommendations

Recommendations – Research, Academics and Outreach

Research

- A task force has been formed to…
  - study research potential at the lab and provide recommendations
  - study lab facilities and equipment and make recommendations for improvement. (See appendix: Research Task Force)
- The Director of Academics and Research will participate in the Research Task Force and continue to explore ways to enhance research programming and income for ILL
- Explore potential of having a portion of indirect costs from grants, for ILL research, allocated to ILL

Academics

- Director of Academics and Research will market academic classes to BOR institutions, consortium members and others to increase attendance.
- Change institution policy, where needed, so Lakeside teaching satisfies departmental teaching obligations.
- Enhance courses to integrate into institution degree programs.
- Offer classes with the goal of 50 to 70 students enrolled in each of the 3 summer terms.
- Increase consortium members

Outreach

- Focus on offering outreach programming and improving both the public's perception and use of the Lab.
- Director of Operations and Outreach will work with the Executive Director of Friends of Lakeside Lab to expand current outreach effort, centered on year-around, non-credit classes, community programs and services.
- Outreach programs will be emphasized September through May.
- Lab revenues will be increased through rentals of facilities
- Lab personnel, faculty and researchers, in collaboration with Friends, will provide input to public policymakers regarding water quality issues.

Recommendations – Financial Resources

- Full utilization of facilities through increased academic offerings with full enrollment and year-round outreach programs
- Maintain current room and board fees
- Establish endowment campaign with goal of $6 million by 2010
- Establish equipment use fee (proposed $45.00)
- Establish research use fees

Three-Year Projection

Pro forma projections were developed for the most likely revenue scenario. Analyses of room and board and fees at other labs, the net revenue per class in 2004, and facility limitations affecting revenue were completed.

Table 2 (below) reflects a three-year projection, assuming five classes of 10 students for each of three, four-week terms. The scenario includes outreach program income, Friends support, endowment income, grants and sponsorship support starting in FY06. The scenario also includes added expenses for staffing, equipment, maintenance and marketing. (See Pro forma FY06-FY08 in Appendix for detail)

	06	07	08
Lab Operations Revenue	$ 470,137.00	$ 491,965.70	$ 515,977.00
Supplemental/Other Income	$ 138,500.00	$ 266,500.70	$ 373,000.00
Total Revenue	$ 608,637.00	$ 758,465.70	$ 888,977.00
Salaries & Wages	$ 437,100.00	$ 492,467.00	$ 509,607.71
Gen. & Admin, Debt, Equip	$ 287,539.00	$ 273,680.00	$ 260,045.40
Total Expense	$ 724,639.00	$ 766,147.00	$ 769,653.11
Cash Balance - Lab Operations	$ (116,002.00)	$ (7681.30)	$ 119,323.89
Board of Regents Allocation	$ 387,006.00	$ 387,006.00	$ 387,006.00
LAS Allocation	$ 20,307.00	$ 20,307.00	$ 20,307.00
Cash Balance	$ 291,311.00	$ 399,631.70	$ 526,636.89
Minus Tuition	$ 117,600.00	$ 117,600.00	$ 117,600.00
Net Cash Balance	$ 173,711.00	$ 282,031.70	$ 409,036.89

Table 2: Three-Year Projection

Foundation Campaign

A five-year campaign to raise a $6 million endowment, a collaborative effort with Friends, will be started in fiscal year 2005. The goal is to raise $2 million the first year and $1 million each of the next four years. The interest earned will be used to pay for operational, equipment and programming expenses. If the endowment is invested with ISU Foundation, the interest rate will be 4.25% in FY06 and the income stream starting in FY06 will be

FY	Endowed	Income
06	$2 mil	$ 85,000
07	3 mil	127,500
08	4 mil	170,000
09	5 mil	212,500
10	6 mil	255,000

Table 3: Endowment Income

Cost–Revenue Analysis

Table 4 shows actual net revenue per student for 2004, (89 students) compared to net revenue per student if full enrollment had been reached, (150 students). The analysis confirms additional funding through grants, the Friends of Lakeside, non-credit offerings and other means are needed to support ILL operations.

Cost - Revenue Analysis	2004 Actual	2004 Full Capacity
	89 Students	150 Students
Cost per Student	$ 4,396.02	$ 2,964.66
Revenue per Student	$ 1,836.47	$ 1,836.47
Net Revenue per Student	$ (2,559.55)	$ (1128.19)

Table 4: Cost-Revenue Analysis

Room, Board, Tuition and Fee Comparison For Courses

A survey of biological field station (BFS) rates was conducted through an internet search. Tables 5 and 6 show comparison rates. Analysis of fees show:

- Lakeside Lab has no fees for use of equipment and facilities.
- Lakeside Lab room and board rates are higher.
- Lakeside has a trade-off with higher room-and-board rates, but lower tuition rates for non-resident students and lower and fewer fees.

Room/Board and Tuition

BFS	Rate Rm & Bd	Tuition
Lakeside	$195 no bath $247 bath and double occ $379 bath and single occ	$196 (resident and non resident cr. hr.)
U of Michigan	$616 (5 cr hrs); $1232 (10 cr hrs)	$1868 (5 cr.); $2541 (10 cr.) $5513 (5 cr. nonres); $7653 (10 cr. nonres)
U of Kentucky	$35/wk; $140 (5 wks) no meals	$143.50 (res cr. hr); $388.50 (non res cr. hr.)
U of Virginia	Room and board: $177.75/cabin $157.00/dormitory/singles.	$163.00 (res cr. hr.); $720 (non res cr. hr.)
U of Oklahoma	Room and board: $168 to $189	
U of Nebraska	$132 per week – room and 3 meals per day	$128.25 (res cr. hr.); $381 (non res cr. hr.)
U of Minnesota	Room and board/wk: $182	$229.31 (res cr. hr. and non degree non-res); $676.52 (non res cr hr)
U of Colorado	$1400 (4 wks class) includes rm., brd., tuition, station use	

Table 5: Room/Board and Tuition

Fees

BFS	Example of Fees For Students
Lakeside	Registration -$40; field trip - $40; Equipment - $45 (*proposed)*
U of Michigan	$110 facility fee
U of Virginia	Lab & field trip: $86; grp. ins: $15
U of Nebraska	Commuter fee: $170 (for students not requiring housing; includes meals and station use)

Table 6: Fees

Revenue Limitations: Facilities/Equipment

- Van size – limited to 10 passengers with equipment
- Outside lighting
- Bed space: 66-96. Some facilities more suitable for group housing
- Heated bed space: 51
- Bathrooms: lacking in some buildings and some in poor condition
- 6 buildings heated with bathrooms for winter use
- Some sleeping facilities are better suited for group camping.
- Stone buildings were built with specific use in mind, e.g., Limno Hall.
- Computer, visual projection and lab equipment significantly limited
- As use increases, maintenance, hospitality, staffing needs increase.
- Winter use: snow removal needed to provide access to buildings and parking

Recommendations – Management and Staffing

- Recruit Executive Director from science department of BOR institution.
- Hire part-time (~3/4) Director of Academics and Research to manage credit classes and research programs. Search open to faculty at BOR institutions. Future possibility of nation-wide search would require additional funding for remaining portion of position (about one-quarter salary, plus start-up funds).
- Hire full-time, on-site laboratory Director of Operations and Outreach for daily operation issues, marketing, community outreach, Friends of Lakeside coordination, and non-credit classes.
- Resume use of part-time Librarian during the summer credit education classes.
- Enlist input from Friends of Lakeside regarding issues and decisions related to research and education. (A proposed organizational chart is included on the following page, which outlines the structure for management and staffing of the lab and shows the communication flow with the Friends of Lakeside.)
- Evaluate and update data and record management processes.
- Enhance accounting system to include cost centers.
- Improve policies to govern lab activities, research and student use of facility.
- Provide yearly update of the business plan and one-year operation plan.
- Utilize Iowa BOR, Lakeside Coordinating Committee, ILL staff, Regent and Consortium member faculty and staff, and Friends of Lakeside Lab to jointly develop courses, conferences, credit classes and research.
- Provide the Iowa Lakeside Laboratory Coordinating Committee with quarterly financial and activity updates.

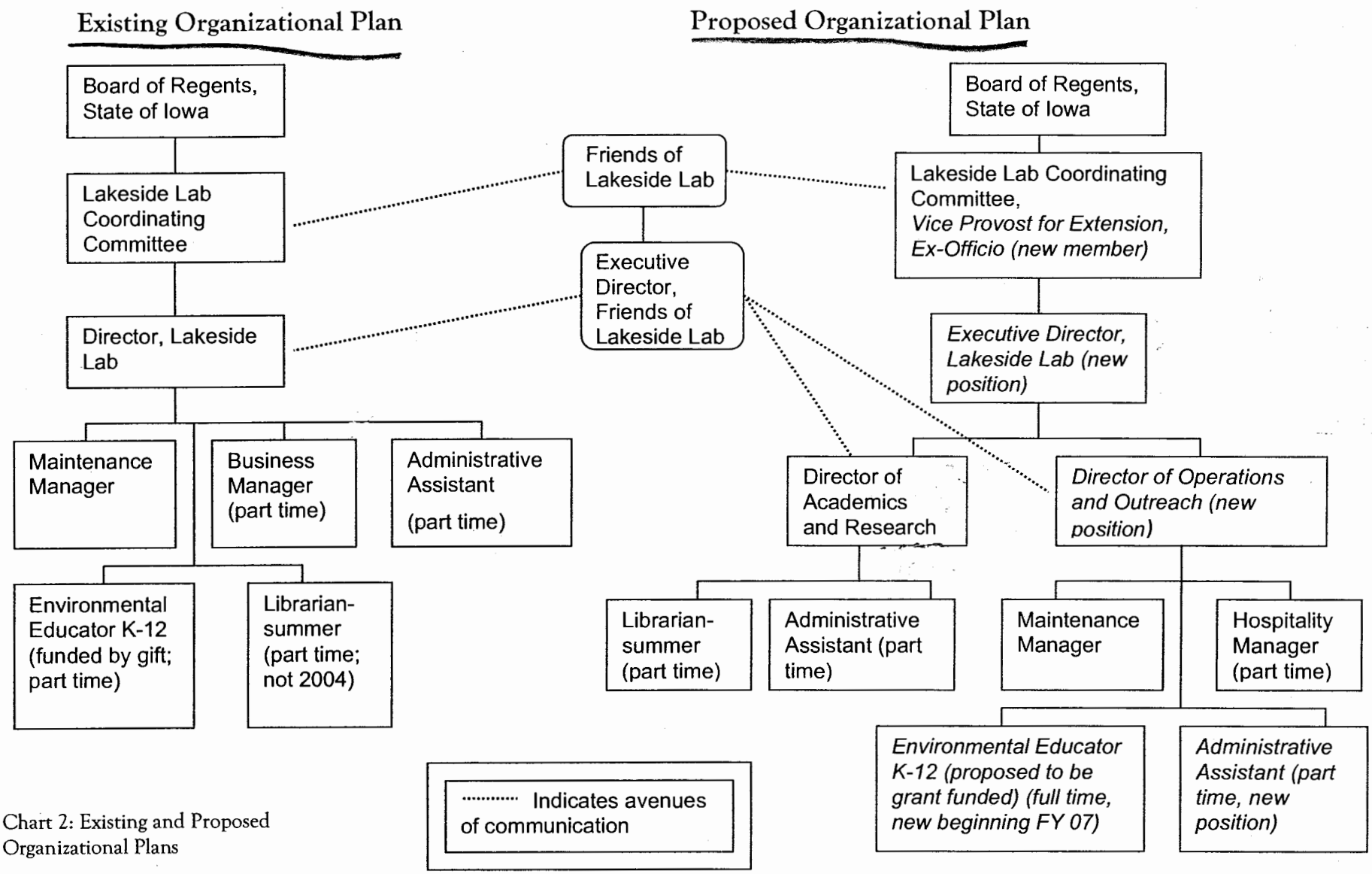

Chart 2: Existing and Proposed Organizational Plans

Outline of Personnel Responsibilities and Authority (R&A)

Vice Provost for Extension

- Serves as ex-officio (non-voting) member of Lakeside Lab Coordinating Committee (LLCC)
- New appointment to LLCC

R & A

- Keeps LLCC informed about Lakeside's programs and business plan

Executive Director:

- Administrator or senior faculty member of a science department from ISU, UI, or UNI
- National and international reputation in biological research
- New position; negligible funding from ILL

R & A

- Oversees all aspects of the Lab
- Builds prestige of Lab within biological community
- Communicates Lab activities to the Vice Provost for Extension
- Assists in obtaining grants

Director of Academics and Research

- Current member of a biology department at ISU, UI or UNI (For the short term; later, an open search may be conducted)
- Appointment at ILL is part-time (~3/4)
- Similar to previous position of Director, with added emphasis on research and less involvement in facilities management

R&A

- Facilitates growth of research program at ILL by enhancing opportunities for research by faculty and graduate students from BOR institutions and institutions worldwide
- Seeks grant support for appropriate research activities at ILL (such as water quality monitoring and title IIA/B education)
- Coordinates ILL research program; conducts and publishes research
- Develops yearly curriculum plan; serves as Chair of Lakeside Curriculum Committee
- Manages credit classes; negotiates employment with summer faculty
- Participates in recruitment and marketing of ILL classes to students at BOR institutions and other colleges in the Midwest
- Networks with other biological field stations and researchers
- Supervises staff

Administrative Assistant to the Director of Academics and Research

- Currently half-time position at ISU

R&A

- Processes student registrations
- Communicates with students; responds to e-mail requests
- Prepares printed and web materials in coordination with the Directors and Marketing staff
- Assists with preparation of ILL contracts with faculty

Librarian

- Resume position staffed prior to 2004
- Part-time summer position
- Salary paid through operating funds

R&A

- Maintain library collections
- Assist faculty and students with Gazetteer research

Director of Operations and Outreach

- On-site full-time
- New position

R&A

- Financial management
- LL Operational/Facility Management (oversees maintenance)
- Directs and manages outreach programs and special events
- Supervises staff
- Networks with other biological field stations and administrators
- Coordinates and maintains relationships with Friends of Lakeside Lab
- Develops annual business plan

Administrative Assistant to the Director of Operations and Outreach

- On-site, part-time position
- New position (Possibility for future: combine this position with the administrative assistant for the Director of Academics and Research, making this a full-time position.)

R&A

- Supports the Director of Operations and Outreach with financial management, handling of accounts
- Assists with coordination of non-credit/outreach programs and events
- Assists with public relations

Maintenance Manager

- Current employee (retirement anticipated in <5 years)
- Full-time position

R&A

- Maintains buildings, grounds and equipment
- Develops maintenance budget
- Communicates needs to Director of Operations and Outreach
- Contracts and supervises work
- Provides some hospitality-related work
- Supervises capital projects
- Maintains communications network (including internet and computers)

Hospitality Manager

- Current employee (retirement anticipated in <5 years)
- 7-month position
- current position includes business management on-site; new position would increase time spent in hospitality (room, board, meet-and-greet), decrease time spent managing ILL finances

R&A

- Housekeeping for rooms
- Food service
- General meet-and-greet duties

Environmental Educator

- New on-site, full-time employee (Budget line for FY07)
- Salary funded by grants/soft money
- Similar to part-time position funded by a gift obtained through Friends prior to 2004

R&A

- Develop new programs
- K-12 educator
- Designs and delivers courses for adult non-academic classes
- Writes grants
- Markets programs

Recommendations – Marketing

Contract with ISU Extension Marketing to implement marketing plan. (See Marketing Plan in appendix.) Marketing efforts will be coordinated with Friends of Lakeside Lab. Marketing goals are:

- Increase awareness, improve public image (particularly the local community)
- Increase academic enrollment
- Increase use of facility by Iowa K-12 students and educators
- Communicate consortia benefits to other colleges and universities to increase partnerships
- Promote new programs/uses

Marketing Plan

An ISU Extension Marketing team has proposed numerous marketing activities, based on their review of previous marketing efforts at Lakeside, current needs and proposed increased academic, outreach and partnership goals outlined in this business plan. The table below lists some of the year-one activities. A more detailed plan can be found in the appendices.

Marketing Goals	Techniques
Increase awareness, improve public image	• News releases to environmental organizations • Pitch articles to key publications • Obtain feature on Talk of Iowa public radio program • PowerPoint presentation • Open house • 4-color mailer

Increase academic enrollment	• Remodel Lakeside website
	  o Virtual tour
	  o Invite other colleges/universities to link to our site
	  o Student testimonials
	  o Chat rooms
	  o Link to downloadable promotional materials
	  o Admission procedures and other logistics

Increase use by K-12 students and educators	• Links on appropriate web sites • Conduct F2F meetings with teachers/ administrators within 60 miles
Communicate consortia benefits	• Develop list of benefits • Special track in virtual tour • Faculty testimonials

Table 7: Marketing Plan Summary

Recommendations – Maintenance

Previous dollars have fallen short of maintenance needs at ILL. To facilitate increased usage of Iowa Lakeside Laboratory, repairs, major building renovations and ongoing maintenance are necessary. Building maintenance over the next five years is focused on shingling several buildings, replacing equipment and renovating stone buildings.

Critical maintenance items appear in the Maintenance plan (Table 9) below in FY05.

Other Recommended Actions Include:

- Complete maintenance items currently before the BOR.
- Integrate lab equipment purchases into ISU's maintenance purchases of new mowers and snow removal equipment.
- Supplement budget to provide for emergency maintenance needs.
- Improve Lakeside trails and signs
- Add more bathrooms and outdoor lighting on Lakeside campus
- Work with CIRAS to develop a site map with electrical, sewer, water and other buried lines.
- Implement 5-year maintenance plan (below)

Table 8: Five Year Maintenance Plan -- NOT INCLUDED IN BUDGET

Item	FY2005	FY2006	FY2007	FY2008	FY2009
Routine Maintenance					
Purchase lawn mower	10,000				
Buildings: Shingles - Mess Hall & South bath house; siding repair; paint & stain Waitt and Main; rebuild Main porch	48,500				
Shingles – stone lab			15,000		
Buildings: Shingle - 4 stone cottages, Limno Lab, south stone bath house & stone labs; space heaters in 4 stone chimneys		42,000			
Re-side manager house; rebuild north shed			14,000		
Green motel: install sidewalk and screened-in porch				12,000	
Trade-in 1964 farm tractor for a skid-loader.		12,000			
Tuck-point Bodine & Pammel				20,000	
Major Repair					

Item	FY2005	FY2006	FY2007	FY2008	FY2009
Renovate Shimek		220,000			
Renovate Bodine			220,000		
Renovate Calvin				220,000	
Renovate Pammel					220,000
TOTALS	$48,500	$274,000	$249,000	$252,000	$220,000

Operational Tasks Fiscal Years 2005 & 2006 (Table 9)

Task	Person Responsible	Year	Cost/ Expense	Revenue/ Income
Maintain existing consortium members	Director of A & R	FY05	0	3,570
Establish improved accounting systems with cost centers	Extension Finance Dir	FY05	0	0
Implement year one, Priority A marketing activities ($5,000 allocated for FY05)	Extension Marketing & Director of O & O	FY06	15,039 (5,000 current budget)	
Integrate Lab maintenance into ISU maintenance/equipment	Maintenance Mgr & Director of O & O	FY05	?	0
Offer non-credit programs	Director of O & O, Friends Executive Director and ISU Extension Mktg.	FY06	49,800	218,287
Schedule and expand credit programs (Based on 150 students per academic season)	Director of A & R	FY05		251,850
Develop site map	CIRAS	FY05		
Establish ILL administrative structure and hire personnel	Coordinating Committee, ISU VP Extension/ BOR	FY05 Start date: 7/1/05	See Personnel Pro forma	0
Fill library staff position	Director of O & O and/or Director of A & R	FY05	2,700	0
Establish record-keeping system for classes, students, inventory, etc.	Director of O & O	FY05		
Plan K-12 environmental education program (see Planning Grant)	Executive Director Friends	FY05	20,000	20,000
Begin to establish and revise Lab policies	Director of O & O	FY05		
Revise business plan	Director of O & O and Friends	FY05		
Replace Mess Hall shingles	Maintenance Manager	FY06	12,500	0
Waitt Lab: gutters, roof, etc.	Maintenance Manager	FY06	12,000	0
Maintain relationship with Friends	Director of O & O and Director of A & R	FY05	0	29,500 Position and Scholarship support
Establish changes in lab pricing	Director of O & O and Director of A & R	FY05		
Replace computers			45,000	0

Concerns

- Aging buildings are costly to maintain. This is seen in the list of critical maintenance items to be completed next year. Maintenance costs may substantially increase when the Wehrspanns retire.
- Current staffing level may not be adequate to accomplish the plan's recommendations to grow the Lab's use and revenue.
- The current budget does not include new lines for increased "critical" maintenance for facilities and marketing, both of which are needed to increase use and enrollments.
- Enrollment in Lakeside Lab credit classes from Regents institutions is declining.
- Lab's room-and-board rates are high compared to other biological field stations.
- Plan is highly dependent on an ambitious endowment campaign.

Assumptions

- New funding will be obtained through grants, new fees and new partnerships.
- Increased revenue can be obtained through higher student enrollments that utilize the room-and-board options.
- A new management model will be established with a full-time, on-site director of operations.
- Board of Regents current funding will remain in place.
- Grant monies and increased revenues will pay for marketing, increased maintenance costs and additional staffing costs.
- A management model can be established that permits increased communication and cooperation between the Friends of Lakeside, the Lakeside Leadership (i.e., Coordinating Committee) and the Board of Regents institutions.
- The Friends of Lakeside Lab and the Board of Regents have mutually agreeable visions and goals for the future of the lab.
- Room-and-board arrangements can be managed to generate a positive cash flow.

Plan Background

In the Lakeside Lab Interim Management and Plan for Future Development document (May 6, 2004), Corinne 'Cory' Peterson was asked to complete the following four activities:

- Develop a fundraising plan linked to the Lab's Business and Organizational Plans as well as the vision for its future; plan must be supported by all major stakeholders.
- Create an administrative plan, including job descriptions for the Lab Director, as well as key administrative staff and faculty; administrative plan must support the business, organizational, and fundraising plans.
- Develop a marketing plan that supports current educational activities and adds new services and programs; plan must allow for a lowered subsidy of the Lab's operations.
- Develop an organizational plan that assures that all of the stakeholders will have a role in the development and financing of the activities conducted at the Lab as well as its maintenance and development.

Planning Process

The planning team developed the goals, tasks and recommendations spelled out in this plan from a variety of sources, including:

- Conducted interviews with faculty, students, staff and Friends of Lakeside.
- Met with BOR Provosts and Robert Barak, Deputy Executive Officer Board of Regents, State of Iowa.
- Reviewed documents such as prior lab audits, historical documents, student evaluations and *An Operations Manual for Field Stations and Marine Laboratories.*
- Conducted buildings and equipment audits
- Conducted business audit of the Lab against the *Organization of Biological Field Stations, An Operations Manual for Field Stations and Marine Laboratories.*
- Visited St. Croix Watershed Research Station in Minnesota.
- Explored new partnerships
- Reviewed websites and conducted in-person and phone interviews with personnel of comparable facilities.