COLLEGE BUSINESS MANAGEMENT INSTITUTE

Advanced Auxiliary Services

BUS 2211

Housing, Dining, Campus Store

SACUBO
SOUTHERN ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS

Auxiliary Services

Faculty Introductions

Lee H. Mitchell, MBA is the Director of Dining at the University of Kentucky, where she serves as the liaison between university leadership and dining and vending partners to ensure service excellence, fiscal responsibility, and contractual performance.

Zach Newman is a Senior Director at Greystar, where he specializes in on-campus student housing operations, strategy, and university partnerships. With over a decade of experience in the student living sector, he works closely with institutional partners to deliver high-performing communities that enhance the student experience. groups.

Cathy Pacheco, Director of Stores for Barnes & Noble College, leads teams serving a diverse portfolio of academic institutions. She is known for her collaborative leadership style, contract expertise, and commitment to delivering exceptional, student-focused retail experiences that meet evolving needs and expectations.

Cathy Pacheco

Campus Retail and The Changing Course Materials Landscape

What We Will Cover

- What is Campus Retail & Core Offerings
- The Changing Landscape of Course Materials
- Programs that support affordability and access

Learning Objectives

- **Assess the impact of Affordable Access programs on student readiness and outcomes**
- Analyze the value of Affordable Access programs in advancing affordability, equity, and convenience
- Evaluate Affordable Access programs as an elevated campus service and operational strategy
- Examine national case studies

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What is Campus Retail

Campus retail provides essential products and services to students, faculty and extended campus community, serving as a community & social hub for the campus.

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Textbooks

Dorm Essentials

Supplies

Spirit Gear

Technology

Convenience

Accessories

Wellness

Trade

Graduation

Course Materials

Let’s Focus on Course Materials

Course Materials & Student Success Are ***Central To The Campus Store Mission***

What Forces Are Shaping Course Materials Today?

Forces Shaping Course Materials

- **Affordability & Access Concerns**
- Rapid Shift To Digital Learning & AI
- Changing Student Behavior & Expectations
- Outcomes and Workforce Readiness Alignment
- Enrollment and Retention Pressure

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As A Result, The Textbook Delivery Model Is Evolving

Product-based Model

- Transactional

Service-based Ecosystem

- Access
- Platforms
- Learning Experiences

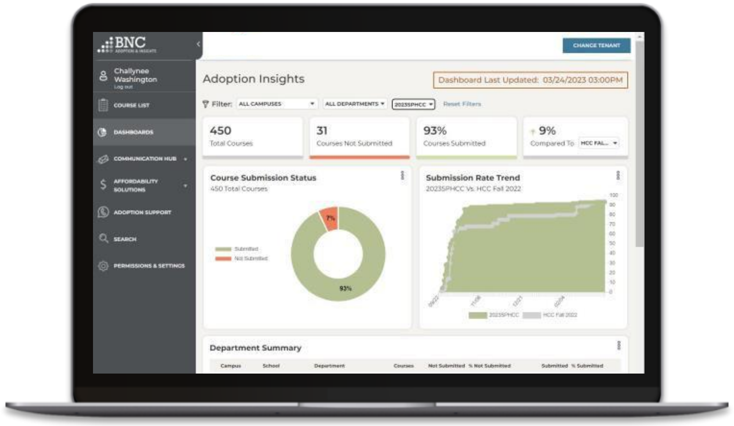
Leading To An Emergence Of Affordable Access Models

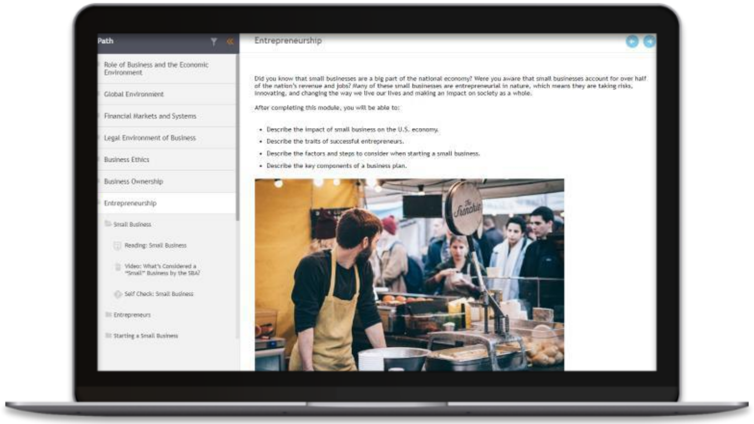
An **affordable access textbook program** is a model that provides students with **required course materials at a reduced, predictable cost—available on the first day of class, billed through a course charge or in tuition.**

Affordable Access Models

	All Courses	By Course
Course Material Format Options?	PRINT AND DIGITAL	DIGITAL
Scope Of The Initiative?	CAMPUS-WIDE	COURSE/ SECTION SPECIFIC
Access To Digital Course Materials Through LMS	✓	✓
Dedicated Student Portal	✓	LMS Integration
Course Materials Saving Average Between 35-50%	✓	✓
Materials Available By First Day Of Class	✓	✓

In Parallel, Other Affordability Initiatives Exist





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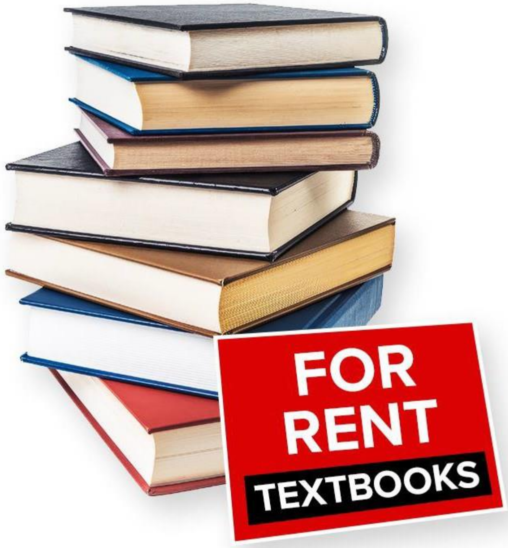

Affordable Access Programs Provide A Solution For….

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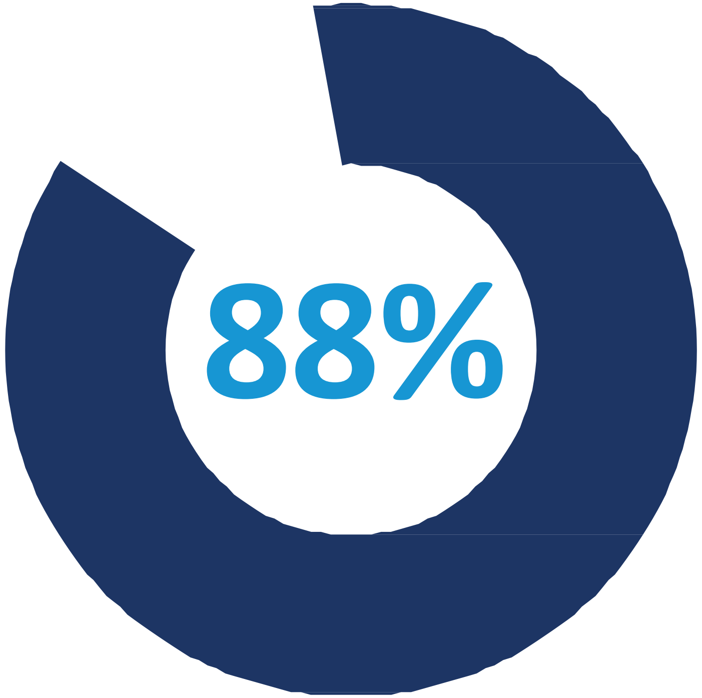
Rising costs and missed purchases

Equity Gaps in Learning Resources

Rising Demand for Digital Services

Enrollment And Retention Pressure

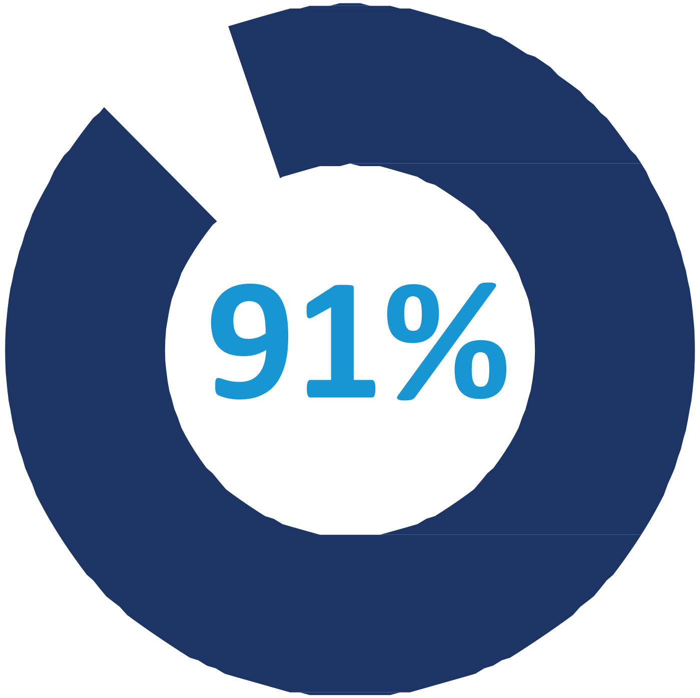
Students Are Interested In Affordable Access Programs



Of Students Surveyed, Said They Were Interested In Course Materials At Lower Price Bundled With Tuition

BNC Insight: Student Pulse Survey

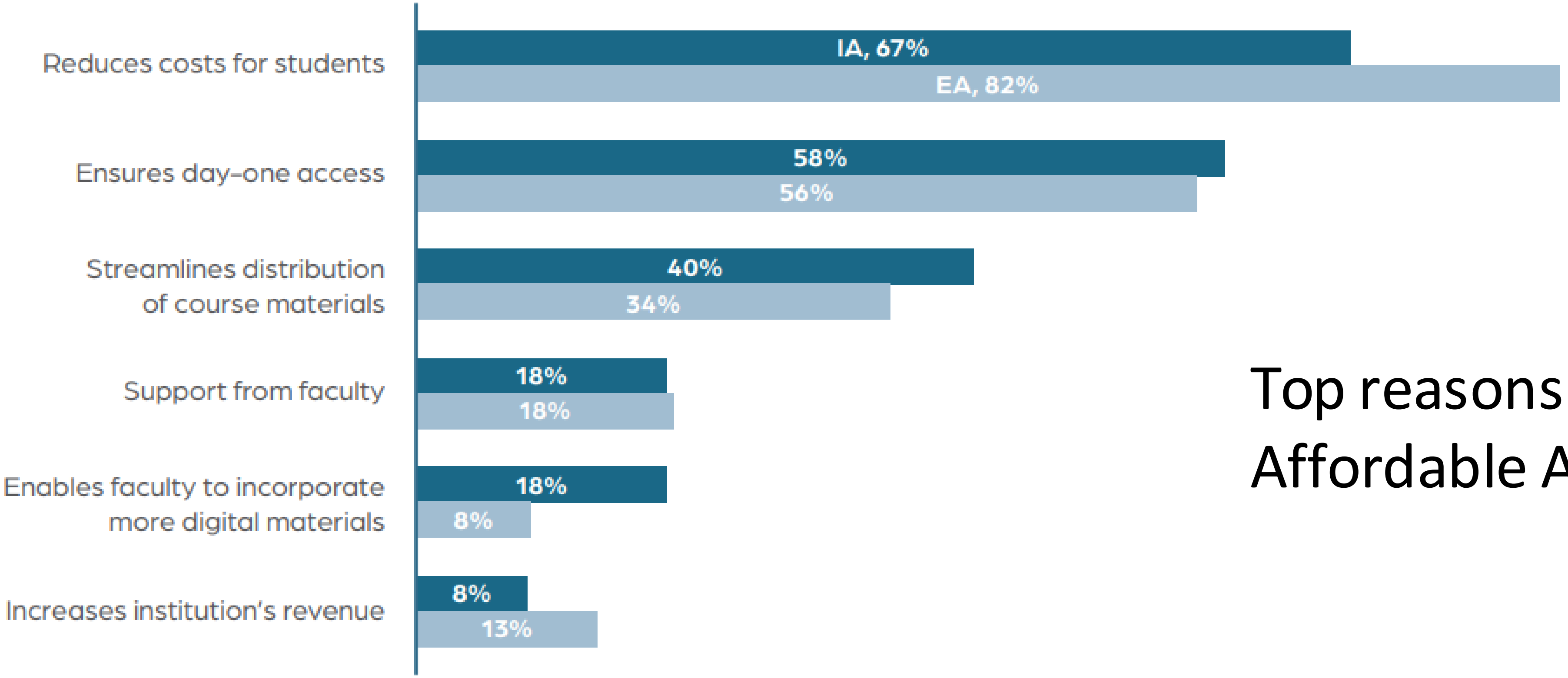
Faculty Expect Students to Have Textbooks For the Start of Class



of Faculty said students are first required to use their book in either the **first (68%) or second (23%) week of class.**

BNC Insights: Faculty Watch Report 2025

Administration Expect Students To Save Money And Be Prepared

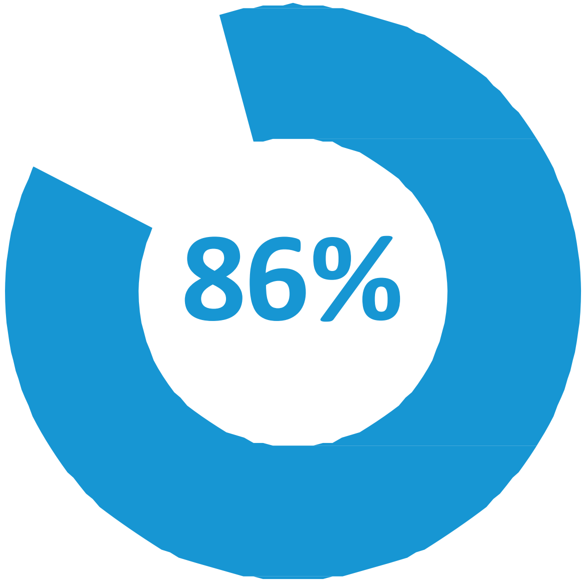


Top reasons for using Affordable Access Models

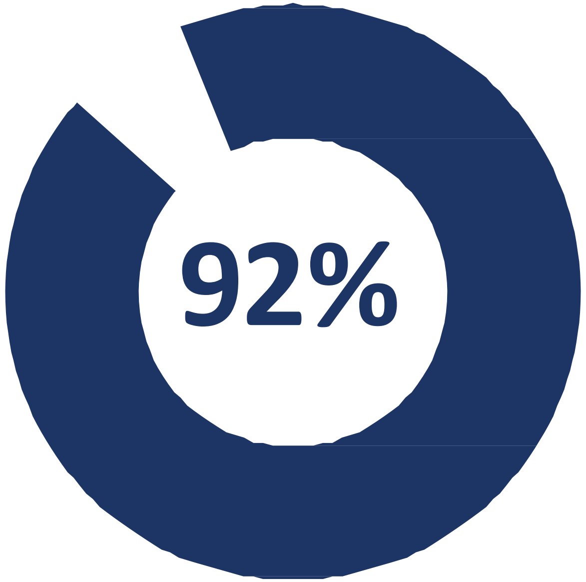
Tyton Partners Report 2025: Course Materials In Higher Education

Impact of AA Programs

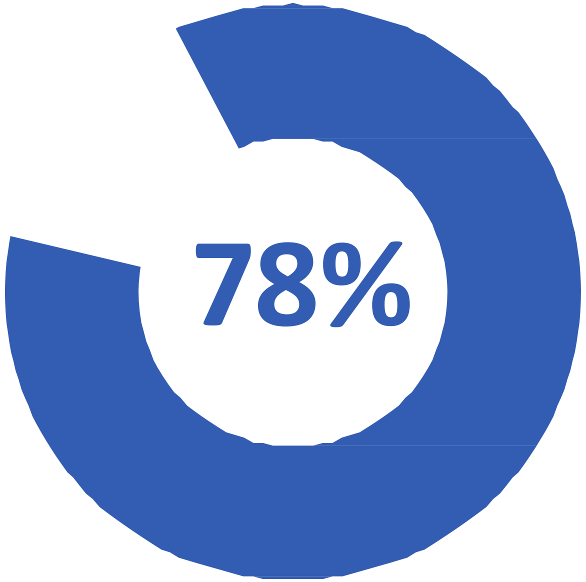
Impact on Student Outcomes



Of Students Felt Bettered Prepared



Saved Students Time Shopping For Textbooks

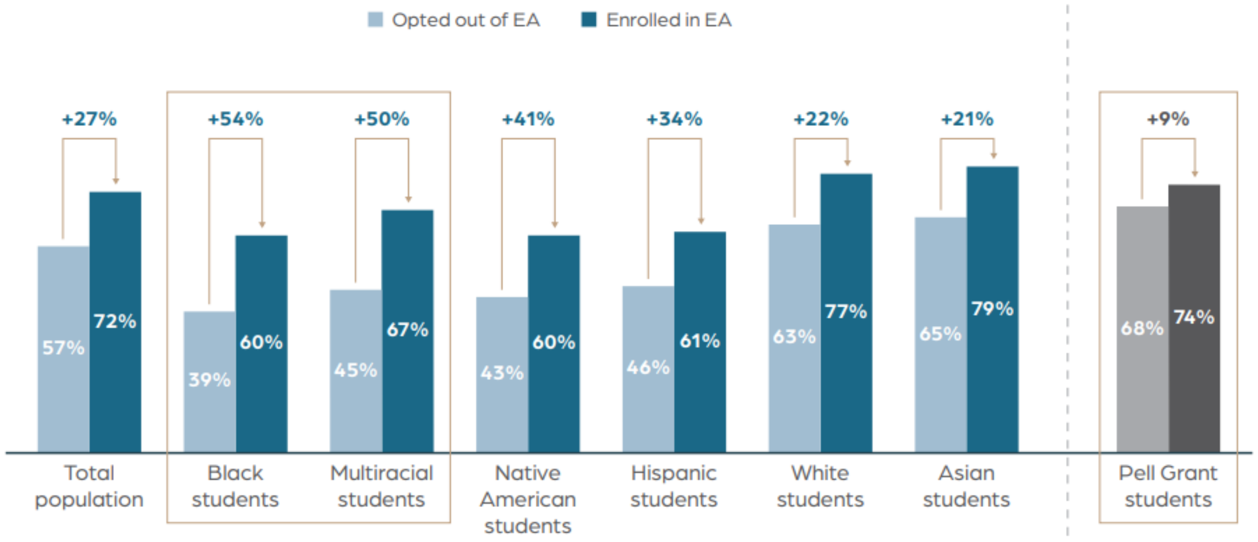


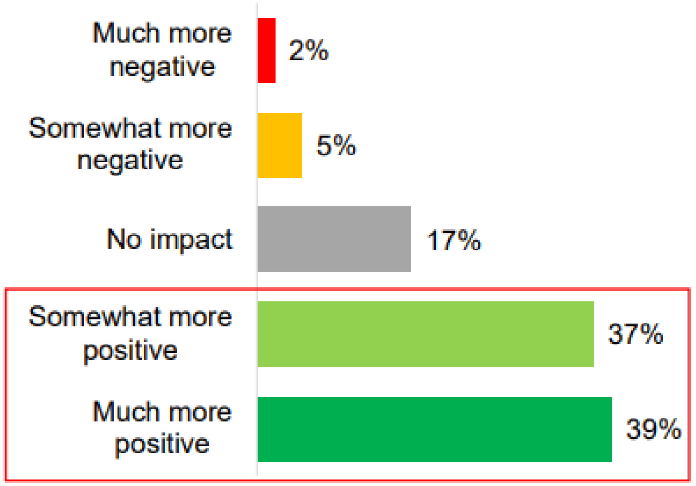
Provided More Affordable Course Materials

"I was able to purchase materials needed at affordable price, if not I might not have been able to get all materials needed." – Senior at Florida International University

BNC Insights: FDC Student Impact Report: 2025

Institutional Outcomes





Increase In Course Completion For Students Enrolled In An Affordable Access Program

Student Would Have A More Positive Perception Of The School

Michael Moore EA Study, July 2022

BNC Insights: Student Pulse Survey 2024

EKU Becomes Kentucky's Third-Largest Public University

APRIL 8, 2026

A Customizable Program

PANTHER
BOOK PACK

SEAHAWK BOOK BUNDLE

Case Studies

- ***Panther Bookpack***
- Launch: Fall 2021

- ***One Price Promise***
- Fall 2020

- ***First Day***
- Summer 2018

Key Takeaways

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Key Takeaways

- **Campus Retail Plays A Critical Role In Student Success**
- **Affordable Access Programs Improve Access, Affordability, & Outcomes**
- **Strong Implementation And Ongoing Support Are Essential**
- **Data, Communication And Customization Drive Long-term Success**

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Beyond Beds

Housing Operations, Student Success & Public-Private Partnerships

Zach Newman | Greystar

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Why Housing Matters

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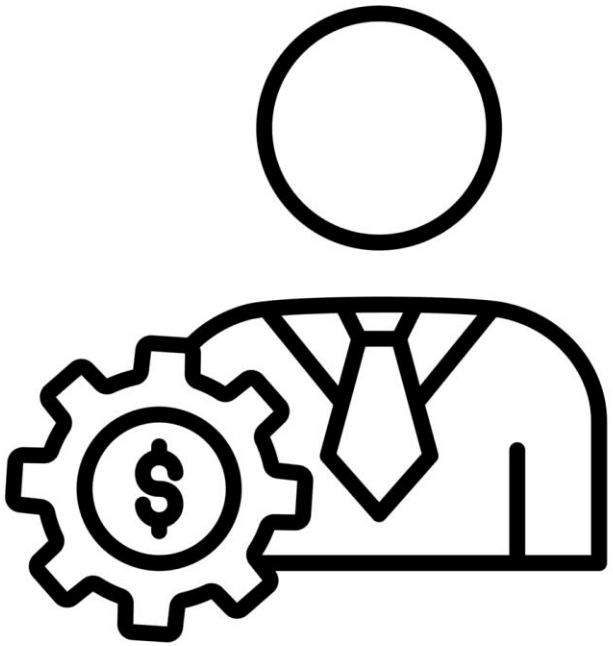
Student Success
Retention
Campus Experience
Institutional Reputation

Operations ARE the Experience

Maintenance
Staffing
Communication
Technology
Safety



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Measuring Success

What do we actually measure?

- Satisfaction
- Response Time
- Renewal Intent
- Occupancy
- Retention

Why UKY Pursued a P3

2011

Avg. Hall Age: 44 Years
$500M+ Deferred Maintenance
Growing Dissatisfaction

The Partnership Model

UKY

- Residence Life
- Student Experience
- Institutional Standards

Greystar

- Development
- Operations
- Maintenance & Facilities Management

75-Year Ground Lease Structure

The Scale of Transformation

6,850 Beds Added/Replaced
18 Classrooms
137 Learning Spaces
46 Multi-Purpose Spaces
4 Retail Locations

Flexibility & Demand

Demand Continues to Grow
No Live-On Requirement
TRI-IT Flexibility
Building #15 Underway

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Key Takeaways

Housing impacts student success
Operations shape perception
Alignment drives outcomes
Flexibility matters

The Strategic Value of a 3rd-Party Dining Partner

Lee Mitchell | UK Auxiliary Services

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Dining Is No Longer Just Food Service

A critical driver of recruitment, retention, and satisfaction

One of the most operationally complex auxiliary services

Increasing expectations with increasing financial risk

Specialized Expertise & Talent

Culinary, wellness, sustainability, and brand expertise

National recruiting and professional development pipelines

Continuous innovation aligned with evolving student demand

Risk Mitigation Through Partnership

Shared exposure to labor volatility and food cost inflation

Predictable budget models and capped institutional risk

Operational accountability supported by contractual performance metrics

Scale, Systems & Infrastructure

National purchasing power and resilient supply chains

Advanced technology platforms and actionable analytics

Established compliance, safety, and quality systems

When a Partnership Creates the Most Value

Aging facilities or limited capital investment capacity
Enrollment pressure and heightened competition
Desire for innovation without assuming additional risk

A Simple Decision Framework

Who carries financial risk?

Who invests capital and manages lifecycle costs?

How rapidly must the program evolve to meet expectations?

Questions ?