Table of Contents

Executive Summary 3
Guiding Statements (Vision, Values, Mission) 5
Goals, Objectives 6
Assessment 8
Our Story 10
Budget Detail 16
Social Media 18
Executive Summary

Recreational Sports Outdoor Program (RSOP) continues to make great strides toward accomplishing our mission of “fostering active, healthy lifestyles and connections to the natural world” for our campus community. Close to 90% of UMD students participate, and approximately 700 employees (faculty and staff) utilize our programs and services. Additionally, we are deeply integrated in the northeastern Minnesota community providing many opportunities for community members as well as having numerous strategic partnerships with corporate, public and governmental entities.

Organizational Highlights

- We involve a very large number of individuals in a large number of very diverse activities.
  - Over 350,000 entries into Rec Addition fitness facility
  - 45% of students participate in 28 different intramural offerings
  - Over 200 different Outdoor workshops, courses and offerings
  - 1,200 local youth enrolled in Learn to Swim Programs, Camps
- Bagley Nature Center Campground project is progressing with anticipated opening late this summer.
- Complete re-write of EAP protocol for on campus facilities (indoor and outdoor).
- Creation of Trans and Family Private Locker Rooms through re-purposing of existing space.
- Adopted new Intramural Team Name Policy in support of improved campus climate.
- Operational staff now consists of 26% underrepresented students, supervisory staff 33%.
- The hiring of a new Assistant Director, Sport Clubs
- Creation of Group Personal Training Studio in SpHC 33. Acquire $40,000 of new equipment to support this function which will expand opportunities for employee wellness as well as growing our personal training business.
- RSOP Employee Engagement scores were quite favorable in comparison to UMD and System
- Finalized lease with City of Duluth for continued use of Park Point Boathouse.
- Sport Clubs continue to grow. Foundation office is now heavily involved as Clubs receive a large volume of donations. Men’s Rugby recorded its second consecutive National Championship
- Construction and opening of Campus Slack Line Park.
- Rental Center saw a dramatic increase in usage and we significantly expanded bike rental, which
  has been quite popular (and long desired at UMD)
- Surf Shack on Lake Superior has seen expanded use. Our efforts to clean-up that beach front
  have been much appreciated by neighbors and users and we are monitoring progress on potential
  leasing of property.
- Numerous community partnerships including City of Duluth, Duluth School District, Minnesota
  DNR, United States Forest Service, Minnesota Power, Courage Kenny Rehab and many more.
Financial Highlights

- Proper planning and our ability to generate additional income (outside of student fees) have been keys to navigating the choppy budget waters. Minimum wage increases and SSF Committee’s inability to cover the costs will present some very real challenges in the coming year.
- Generated highest programmatic income in our history, despite fewer UMD students and employees.
- Financial partnerships with Intercollegiate Athletics including Dasher Board advertising in the Multi-Purpose Arena and lightning detection software.
- Expanded employee only fitness offerings generating additional program revenue while contributing to employee wellness.
- Nearly 250 UMD students employed with RSOP earned in excess of $400,000 helping to pay educational costs as well as providing on the job learning and connections to campus.
Vision

We will use the unique natural and built resources to provide premier opportunities for students and the broader community to live healthier, balanced lives.

We will provide outstanding programs, facilities, and staff that support physical fitness, healthy habits, respect for the natural world and balanced behaviors.

We will maintain a respectful, inclusive, and vibrant living and learning environment where relationships with students, campus and community are valued.

We will become a model of responsible/sustainable use of financial, human, physical, and natural resources.

We will collaborate with departments across campus, as well as local, regional, and national organizations to promote participation in physical activity and outdoor experiences.

We will provide professional development opportunities for student leaders and employees that are foundational skills for an educated, active citizenry.

Values

Wellness - We encourage lifestyles that promote physical and emotional wellness within a community of well-being.

Student Development - We provide opportunities where students interact with each other in a socially responsible manner and develop lifelong personal and professional competencies.

Learning - Through teamwork, problem solving, and teaching we provide educational experiences that foster the development of lifelong skills and knowledge.

Discovery & Adventure - We value the sense of adventure and discovery that are associated with activity and exploration.

Engagement - We actively collaborate with each other and the larger community to identify and achieve common goals.

Inclusiveness - We respect and embrace the diversity of individuals, perspectives, and ideas while promoting social justice. Everyone is important and valued.

Sustainability - We balance current environmental, economic, and social needs with those of future generations.

Excellence/High Quality Service - We provide high quality service and programs developed with creativity and innovation.

Our People - We value our professional and student staff for their quality service, creativity, passion, commitment to our mission, and care for all participants.

Safety/Risk Management - Safety is at the core of all of our programming opportunities.

Enjoyment - being active, playing sports and exploring the outdoors is FUN! Enjoyment is at the heart of what we do.
Mission

Recreational Sports Outdoor Program fosters active, healthy lifestyles and connections to the natural world.

Goals

<table>
<thead>
<tr>
<th>RSOP Goal</th>
<th>Mapping to University Goals</th>
<th>Mapping to Student Life Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver model co-curricular opportunities that encourage healthy habits and an enhanced quality of life through participation</td>
<td>1,4</td>
<td>1.1, 1.2, 3.1,</td>
</tr>
<tr>
<td>Through our programs, build knowledge and habits that contribute to success in academic, personal, and professional life.</td>
<td>1,3,5</td>
<td>1.1, 1.2, 3.1</td>
</tr>
<tr>
<td>Maintain a department that has a welcoming and inclusive climate for all by advancing equity, diversity, and social justice.</td>
<td>2</td>
<td>2.1, 2.2</td>
</tr>
<tr>
<td>Provide access to quality facilities, equipment, and knowledgeable personnel that enrich the student experience.</td>
<td>1,3,4</td>
<td>1.1, 3.2, 4.1, 5.1</td>
</tr>
<tr>
<td>Maintain a culture of continuous improvement where innovation and growth are encouraged, service is delivered in a positive, skillful and accurate manner, and empathy and inclusiveness are integrated into every aspect of customer service.</td>
<td>1,2,5</td>
<td>4.1, 4.3, 6.1</td>
</tr>
<tr>
<td>Provide professional training and experiences for students going into outdoor, fitness, and recreation careers.</td>
<td>1</td>
<td>1.1, 1.2, 6.3</td>
</tr>
<tr>
<td>Manage resources in a responsible, sustainable manner as well as provide affordable services to students.</td>
<td>4,5</td>
<td>5.1, 5.2, 5.3</td>
</tr>
<tr>
<td>Provide youth and community programming that supports the university mission of outreach and improves the wellness of the Northeastern Minnesota community</td>
<td>5</td>
<td>5.3</td>
</tr>
</tbody>
</table>
Objectives/Outcomes

1) Resolve budget challenges associated with increased minimum wages.
   Program staff instructed to present scenarios for a 10% reduction in student wages and a
   5% increase in income. This information is in place in the event we need to move in this
   direction. We also intend to push harder on SSF process to help with minimum wage.

2) In conjunction with Health Services, continue to pursue support for the construction of
   the Aquatic, Wellness, & Health Center.
   The time to re-engage Capital Project Management is at hand to move forward with a pre-
   planning/feasibility.

3) New Web Page
   Three years and counting on our wait for External Relations and ITSS…hopefully this will be
   our year?

4) Student Employees will merge academic and professional experiences into practical
   application by being able to identify important problems, effectively answer questions
   and make quality judgment in the best interest of our patrons and RSOP.
   Campus Lab survey was completed in spring. Student employees were asked a number of
   questions pertaining to RSOP and their responsibilities including:
   - Do you feel confident to make decisions that affect your work? 95.59% Yes
   - Are you given the training and support you need to do your job? 98.59% Yes
   - What have you learned from your employment? (open-ended responses to numerous
     to cite) Most common themes included: leadership skills, communication, customer service,
     teamwork, life/work balance, problem solving, self-confidence.

5) Finalize risk management and response processes for our off-campus facilities and
   programs.
   This past year we completed the very significant task of updating our EAP plans for on campus
   facilities and surrounding fields. This year, we will update risk and EAP for off-campus facilities
   and programs.

6) Explore other software management options (replace RecTrac). Increase income and
   customer service by adding an on-line payment and registration function.
   Audience View is not an option for RSOP. It is not compatible with Rec Software products, nor
   is it robust enough to handle our business needs.

7) Provide training opportunities on cultural competency, equity, and diversity for staff and
   students through convenient and accessible options.
Many employees cannot attend trainings during the workday. Identify on-line delivery or readings to grow cultural competency.

8) **Assess our sustainable practices and develop a plan to increase sustainability.**
NIRSA is making a commitment to assessing sustainability in campus recreation operations and we intend to be among the first to participate in sustainability assessment.

9) **Continue to cultivate community connections:**
   a. Begin to develop a long-term lease plan with City of Duluth for Minnesota Point Boathouse
   b. Stabilize infrastructure of the Lester River “Surf Shack” and grounds.
   c. Support Duluth area initiatives that provide outdoor recreation and education for all youth.
   d. Contribute professional expertise in developing outdoor recreation amenities in the Duluth area.
   e. Pursue possible re-establishment of the “Waterproof Duluth” program.

10) **Award first Richard Haney Leadership Scholarship. Work toward endowment.**
    The first award will be given in early September. Meetings have occurred with Development and discussions are ongoing.

11) **Continue to operate with balanced budget while limiting additional SSF cost to students.**
    This has always been an objective for RSOP. The current climate makes this more on a challenge. While being asked to hold fees down, our costs (minimum wage, professional staff automatic increases, equipment costs) continue to rise. Student demand has not decreased, and we are being asked to do more with Employee Wellness. Data points to the importance of RSOP ventures to recruitment, retention and student wellness and success. Program Prioritization results reinforce the quality and need for our services and facilities. The Student Service Fee Committee and student body clearly do not want us to “do less”, nor would doing less be strategically wise.

**Assessment Results 2014-15**

1) **Student Life Professionalism Rubric**
   - In progress

2) **Campus Labs Benchmark and quick surveys utilizing I-Pod's throughout the year**
   - RSOP has participated in a national campus recreation benchmarking survey. At UMD, surveys were distributed to 2,500 full-time students equally divided by class rank. The most recent benchmark found that:
- Over 88% participate in our programs and services
- 80% indicated that RSOP was important in their decision to attend UMD.
- 82% indicated that RSOP is important in deciding to continue at UMD.
- 71% indicated improved academic performance due to participation in RSOP activities.
- 74% indicated their respect for others improved as a result of RSOP participation
- 95% believe RSOP offers “something for everyone”
- RSOP scored above national average in satisfaction with programs, hours of operation, cleanliness of facilities and knowledgeable and friendly staff.

3) Employee Exit Email Survey
- 62% of respondents indicate they wanted to work for RSOP because of the environment.
- 97% of respondents answered that there job is what they were expecting when they were hired.
- 99% of respondents believe they are given the support they need to do their jobs.
- The top 3 skills that are students indicate they have gained include: Leadership/Supervisor Abilities, Communication and Customer Service Skills.

4) Year-end budget reports and SSF process
- See budget details on pages 13 & 14. RSOP continues to operate in a fiscally responsible manner and in good faith with the SSF Committee. We have had to utilize reserves for some unanticipated costs and remain concerned about minimum wage increase and impact on our payroll. Our ability to grow income generated through programs will largely depend on making on-line registration and payments a reality.

Assessment Plan 2015-16

1) Campus Labs Benchmark and quick surveys utilizing I-Pad's throughout the year
   (We are committed to best practices and making valuable improvements in our programming based on needs and college student expectations of their recreation experience.)
2) Annual Employee Exit Survey
3) Continue regular programmatic evaluations (i.e. Evaluation forms for each program).
4) Annual Student Life report to include accomplishments related to objectives.
5) Student Service Fee reports and presentation.
6) Additional assessment to be determined during August Planning.
WELCOME TO RSOP

RSOP is truly the Cornerstone of Student Life.

Our student and professional staff work hard to provide programs, facilities, and learning opportunities to meet the wants and needs of the UMD community. Our location and facilities provide unmatched ability to deliver exceptional service for all who are interested.

"Active, healthy lifestyles and a connection to the natural world!"

The motto of Recreational Sports Outdoor Program says a tremendous amount about our department. We are proud of the role that we play in helping students achieve a greater quality of life, both physically and mentally, through the opportunities we provide.

Over 88% of the UMD student body participates
The Value of RSOP

RSOP plays an important role for students in many ways.

Research has shown that recreational and outdoor programming is important to the learning experience of college students by:

- Helping students gain a sense of place within the college community.
- Improving leadership skills.
- Promoting the interaction between diverse sets of people.
- Contributing to student success & retention.
- Teaching team-building skills.

Research increasingly points to the link between regular exercise and brain function (academic success).

Some of the recognitions as a result of our endeavors:

- RSOP has been consistently ranked as a top 40 school nationally by the National Intramural Recreational Sports Association.
- Outside Magazine ranks Duluth as one of the top 40 college towns in North America. Much of this has to do with the RSOP.
- Paddler Magazine puts UMD as one of the Top 10 Paddling Colleges in the nation.
RSOP Budget Highlights

**Operational Budget Successes** over the past year:
Almost 90% of the UMD student population participates
Increased income through employee wellness programs, without negatively impact access for students.
Continued growth in sport club programs with a new student supervisory staff providing direction
Expanded stand-up-paddleboard opportunities
Exciting outdoor activities and trips, both locally and nationally
New Intramural Sport Leagues
High quality group fitness programs.
Strengthened competitive swimming program and staff
New student focused competitive swim program.

**Capital Budget Successes** over the past year:
Continued preservation of Recreational Sports Fields for student use.
Bagley Nature Area walk-in campground
Installation of Slack-line Park on campus.
Negotiated a lease with the City for continued use of Boat House on Park Point.
Expansion of Rental Gear, including “fat bikes”
Safety improvements for efficiency and safety in existing spaces
Upgrade of equipment in all areas
Upgrade of outdoor equipment.

Our goal is to provide UMD students with excellent, cost effective recreational facilities, **equipment** and **services**.

**The Role of RSOP**

The RSOP staff is extremely proud of the role we play in supporting students through enhancing recruitment, promoting personal development, supporting persistence and providing educational opportunities.

Our staff is deeply committed to providing diverse, quality recreational and outdoor experiences for people of all abilities. Our on-campus facilities, as well as the exceptional beauty and resources of Lake Superior and Northeastern Minnesota, provide us with excellent venues to deliver our services.
RSOP Student Testimonials

"It's refreshing and invigorating to become active with your mind and body OUTSIDE of the classroom. It adds vibrancy to my college education; it wakes me up. Best of all, I meet students, faculty, and staff and community members I otherwise would never get the opportunity to know."

"RSOP acknowledges how fitness can have a positive impact on our lives. It is motivating and inspiring to be around others who place a high value on fitness."
"Through my participation in RSOP, I recognize so many faces and connect with so many people I otherwise would not know."

"I just accepted my first professional position, and my employer says that what set me apart were the skills I gained through my employment and participation in RSOP"
RSOP Student Advisory Board:

Adam Chenoweth  Sean Monnier
Jordan Duncan    Sam Nigon
Wes Goldberg     Grace Whiteford
Shauna Maurer
RSOP employs 250 students per year. In addition to skill development (leadership, communication, working with diverse populations, critical thinking and problem solving, delegation, etc...), they collectively earn almost a half a million dollars toward their educational costs. Job responsibilities include operational staff, group fitness instructors, lifeguards, intramural officials, office staff, equipment staff, personal trainers, student supervisors, office staff, outdoor trip and activity leaders, etc...

A sincere “Thank You” to our student staff, we couldn’t do this without you!


## Budget Detail

**RECREATIONAL SPORTS OUTDOOR PROGRAM**  
**OPERATIONAL REQUEST**  
**2015-16 STUDENT SERVICE FEE PROPOSAL**

<table>
<thead>
<tr>
<th></th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>% chg from prior year</th>
<th>DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL ANNUAL INCOME</strong></td>
<td>$1,622,695</td>
<td>$1,629,450</td>
<td>$1,555,419</td>
<td>$1,627,126</td>
<td>$1,637,500</td>
</tr>
<tr>
<td>Payroll - Professional Staff</td>
<td>679,890</td>
<td>675,000</td>
<td>675,000</td>
<td>322,429</td>
<td>670,000</td>
</tr>
<tr>
<td>Payroll - Students / Misc</td>
<td>325,904</td>
<td>350,000</td>
<td>350,000</td>
<td>231,061</td>
<td>440,000</td>
</tr>
<tr>
<td>Payroll - Student Work Study</td>
<td>5,796</td>
<td>5,000</td>
<td>5,000</td>
<td>4,233</td>
<td>5,000</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>244,349</td>
<td>245,500</td>
<td>173,560</td>
<td>96,620</td>
<td>184,000</td>
</tr>
<tr>
<td><strong>TOTAL PAYROLL EXPENSES</strong></td>
<td>$1,259,599</td>
<td>$1,369,500</td>
<td>$1,243,560</td>
<td>$646,171</td>
<td>$1,296,000</td>
</tr>
<tr>
<td>Program Expenditures/Equipment</td>
<td>158,215</td>
<td>135,000</td>
<td>135,000</td>
<td>97,329</td>
<td>140,000</td>
</tr>
<tr>
<td>General Operating Supplies/Services</td>
<td>76,630</td>
<td>65,000</td>
<td>65,000</td>
<td>19,169</td>
<td>65,000</td>
</tr>
<tr>
<td>Insurance / Cost sharing pool</td>
<td>60,834</td>
<td>58,000</td>
<td>58,000</td>
<td>549</td>
<td>58,000</td>
</tr>
<tr>
<td>Operating/Equipment Reserves</td>
<td>10,000</td>
<td>15,000</td>
<td>15,000</td>
<td>0</td>
<td>15,000</td>
</tr>
<tr>
<td>Printing</td>
<td>16,396</td>
<td>15,000</td>
<td>15,000</td>
<td>7,155</td>
<td>15,000</td>
</tr>
<tr>
<td>Rents/Leases</td>
<td>23,918</td>
<td>25,000</td>
<td>25,000</td>
<td>0,250</td>
<td>25,000</td>
</tr>
<tr>
<td>Telephone</td>
<td>8,206</td>
<td>10,000</td>
<td>10,000</td>
<td>2,892</td>
<td>10,000</td>
</tr>
<tr>
<td>Travel</td>
<td>27,154</td>
<td>25,000</td>
<td>25,000</td>
<td>19,162</td>
<td>27,500</td>
</tr>
<tr>
<td><strong>TOTAL S &amp; E</strong></td>
<td>$349,251</td>
<td>$349,020</td>
<td>$346,020</td>
<td>$125,960</td>
<td>$355,000</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$1,678,210</td>
<td>$1,672,532</td>
<td>$1,591,560</td>
<td>$308,781</td>
<td>$1,634,500</td>
</tr>
<tr>
<td><strong>NET INCOME (LOSS) FOR THE YEAR</strong></td>
<td>$(33,211)</td>
<td>$(34,050)</td>
<td>$(38,141)</td>
<td>$(17,000)</td>
<td>$(17,000)</td>
</tr>
<tr>
<td><strong>ENDING BALANCE</strong></td>
<td>$220,552</td>
<td>$186,552</td>
<td>$161,411</td>
<td>$184,410</td>
<td>$184,410</td>
</tr>
</tbody>
</table>

SSF as % of total budget: 69% 68% 67% 69%

18-Jun-15 03:43 PM
RECREATIONAL SPORTS / OUTDOOR PROGRAM
CAPITAL IMPROVEMENT FUND
2015-16 STUDENT SERVICE FEE PROPOSAL

<table>
<thead>
<tr>
<th></th>
<th>2013/14 ACTUAL</th>
<th>2014/15 REVISED</th>
<th>2014/15</th>
<th>2015/16 REQUEST</th>
<th>% change from prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIOR YEAR CARRYFORWARD</td>
<td>$ 165,389</td>
<td>$ 195,389</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FALL / SPRING SSF</td>
<td>204,955</td>
<td>211,104</td>
<td>105,563</td>
<td>217,437</td>
<td>3%</td>
</tr>
<tr>
<td>SUMMER SSF</td>
<td>7,644</td>
<td>3,815</td>
<td>4,205</td>
<td>6,000</td>
<td></td>
</tr>
<tr>
<td>SPECIAL SSF ALLOC.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>212,609</td>
<td>214,919</td>
<td>109,767</td>
<td>223,437</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>212,609</td>
<td>214,919</td>
<td>109,767</td>
<td>223,437</td>
<td></td>
</tr>
</tbody>
</table>

**EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>2013/14</th>
<th>2014/15 REVISED</th>
<th>2014/15</th>
<th>2015/16 REQUEST</th>
<th>% change from prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACILITY REMODEL / EQUIP RADIOS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STADIUM VIDEO BOARD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCOREBOARD - RINK</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLACK LINE PARK</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAUNA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REPAIRS &amp; MAINTENANCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAM EQUIPMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPUTER REPLACEMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPUTER SOFTWARE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AQUATIC CENTER LAND SURVEY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEHICLES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FITNESS CENTER WEIGHT MACHINES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FITNESS CENTER CARDIO EQUIPMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESERVES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>268,499</td>
<td>195,000</td>
<td>42,087</td>
<td>223,000</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>268,499</td>
<td>195,000</td>
<td>42,087</td>
<td>223,000</td>
<td></td>
</tr>
<tr>
<td><strong>NET PROFIT / (LOSS) FOR YEAR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ (55,000)</td>
<td>$ 18,919</td>
<td></td>
<td>$ 437</td>
<td></td>
</tr>
<tr>
<td><strong>NET BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ 135,469</td>
<td>$ 214,308</td>
<td></td>
<td>$ 214,745</td>
<td></td>
</tr>
</tbody>
</table>

18-Jun-15
3:46 PM
Social Media

https://www.facebook.com/UMDRecreationalSportsOutdoorProgram

https://twitter.com/umd_rsop

http://rsopduluth.tumblr.com/

http://www.youtube.com/user/RSOPVIDEOS

https://www.flickr.com/photos/umd_rsop/sets