



The Economic Impact of Sam Houston State University

2005

Executive Summary

Sam Houston State University (SHSU) is located in Huntsville, Texas about 70 miles north of the Houston-Galveston metropolitan area. It is situated on Interstate Highway 45, the major roadway connecting Houston with Dallas-Fort Worth, and is built on hills which are the highest point of land between the two major cities.

The University represents a major and vital force in the area. This importance can be seen in (1) the number of its people residing and working in the area; (2) the geographic area and improvements owned and controlled by the University; (3) the total economic impact of the expenditures by the University and its people, and by the visitors to the area attracted by the University, on the local retail business scene; (4) the addition to the local credit base; (5) the contributions made to the local infrastructure through taxes paid; (6) the contributions by the people of the University to local churches and charities; and (7) the intangible contributions by the University to the quality of life in the area.

Current enrollment at the University is approaching 12,500 students. The number of faculty and staff including part-time workers is approximately 2,200. The University is clearly a major segment of the total Huntsville's population of 37,000. SHSU is the second largest employer in the area, accounting for one-sixth of the all locally-based jobs. The university's annual payroll (net of deductions) is \$29,701,173.

The University is the second largest land owner in Walker County. Its faculty, staff and students own a total of over 1,700 homes, not counting rental properties owned, but not lived in, by University people.

The combined off-campus expenditures of students, faculty, and staff have a \$99 million impact on the local retail economy. These off-campus expenditures account for 23% of local retail sales.

The beneficial expansion of the local credit base due to the deposits made by students, faculty, and staff into the local banks is estimated to be \$19.4 million.

Approximately 27% of the children attending Huntsville Independent School District (H.I.S.D.) schools have some connection to SHSU. Consequently, \$6.6 million of the money received by H.I.S.D. from the state is related to the presence of SHSU.

The people of SHSU pay approximately \$2.6 million in property taxes each year.

Contributions by students, faculty, and staff to local churches and charities amount to \$2.9 million annually.

Finally, the value placed on the cultural benefits which are provided to local residents by the music concerts, theatrical productions, art shows, public radio/television broadcasts, and sporting events created at SHSU are significant, but cannot easily be measured monetarily.

Methodology¹

The purpose of this study is to determine the impact that Sam Houston State University has on the local economy. This proposition is not as straight forward as it may appear. The notions of *Sam Houston State University* and *local economy* create some ambiguity.

For purposes of this study, what is meant by Sam Houston State University? Is it the administration, the students, the staff, or the faculty? Should people who do not live in Huntsville but take classes or work (or both) at the Huntsville campus of SHSU be included? This study includes all of the above groups and the analysis accounts for the wide variety of spending habits of each group.

During Spring Semester, 1999, questionnaires² were distributed to about 1500 students, and all of the faculty and full-time staff³. The sample of students was based on a weighted, systematic random sample of all sections of all courses being offered for credit by all the departments at all the campuses. Responses from 658 students were received (a response rate of 44%). 123 responses from faculty (26%), and 192 responses from the staff (33%) were received. The survey identifies those people who live in Huntsville and those who live outside the area. Consequently, the spending patterns of six target groups are identified: local students, local staff, local faculty, non-local students, non-local staff, and non-local faculty.

The phrase *local economy* is meant to imply the economic activity within the geographic area of Huntsville, Texas. By economic activity we mean retail business activity, banking, financial support for the local schools, property taxes, and cultural entertainment services. Each of these topics will be addressed in turn.

Retail Business Activity

Retail business activity is defined as the money spent off-campus directly by the university itself, by each of the six target groups, plus that spent by visitors to the university and its people. This includes money spent in grocery stores, gas stations, restaurants, clothing stores, barbershops, and general merchandise stores.

Expenditures by the six target groups were based in large part on the results of the survey. Item seven of the survey requests "Estimate your total off-campus expenditures per month in Huntsville." The responses to this request were used to estimate the monthly average of off-campus expenditures (OCE) per person for each of the six target groups.

To determine the retail economic impact of a particular target group, we must know four things must be known.

¹ In performing the research necessary for this report, we referred to the report by Sears, Green, Greenwade, and Simmons, *Estimating the Impact of Sam Houston State University On the Local Economy*; the manual by Caffrey and Issacs, *Estimating the Impact of a College or University on the Local Economy*; and the report by Bruce McClung, *The Economic Impact of Southwest Texas State University on the City of San Marcos 1997-1998*.

² Copies of the survey are included in the appendix.

³ Since most of the part-time workers are students, they have been omitted from the staff data and included as student data.

- the monthly average OCE per person for each target group.
- the number of people in the target group.
- the number of months out of the year that people in the target group spend in Huntsville.
- the average number of times a dollar will change hands once it is spent in Huntsville (this is called a multiplier).

The retail economic impact may then be calculated as follows:

Retail economic impact = average OCE X target population X number of months X multiplier.

The survey results provide the average OCE per person for each of the target groups.

The number of people in each target group is estimated by combining university data with results from the survey. The total number of faculty, staff, and students is taken from university records. The proportions of students, faculty, and staff living in and out of Huntsville are estimated from survey results. To estimate the population of non-local students, we multiply the total number of students by the proportion of students who do not live in Huntsville (0.275). The number of students living in Huntsville is calculated as the total number of students multiplied by the proportion of students living locally (0.725).

Similarly, the total number of faculty (477) and full-time staff (587) are used to project expenditures of these target groups. Faculty and staff living in Huntsville are assumed to live there for 12 months out of the year. Faculty living outside of Huntsville are assumed to commute to SHSU 9 months out of the year. Staff living outside of Huntsville are assumed to commute to SHSU 12 months out of the year. Students are in Huntsville for 4 months during each of the full semesters and 1.25 months for each of the summer terms.

The number of times a dollar changes hands before leaving Huntsville is assumed to be 1.7 times. This is considered by most economists to be a reasonably conservative estimate. The implication is that a dollar spent in Huntsville by a student, faculty member, or staff person will be respent in Huntsville another 0.7 times. Hence, retail business activity will grow by the original dollar plus another seventy cents due to subsequent spending.

Visitors attracted to Huntsville by the presence of SHSU also contribute to local retail activity. The survey asks for the number of visitors received each month and the number of days visitors stay in Huntsville. Multiplying the number of visitors by the number of days gives the number of visitor days. The average number of visitor days is computed separately for local students, faculty, and staff. The contribution by visitors to local retail sales is calculated as follows:

Retail Sales = target population x average no. of visitor days x no. of months x average expenditure

The number of months for local faculty and staff is 12, while the number of months for students living locally is 10.5. The average expenditure per day per visitor is estimated to be \$14.60⁴.

⁴ We arrived at \$14.60 by adjusting the value used in a 1987 study for inflation. This is a very conservative value. If we have erred, it is on the low side. A 1993 Texas Department of Transportation study entitled *Texas Auto Visitor Survey: 1993 Winter Report with Annual Summary* states that out of state visitors spend \$35.40 per person per day on average. This number is not necessarily appropriate for SHSU visitors because most of them are not from out of state.

The final component in Huntsville's retail economic life is the university's expenditures to purchase local goods and services. This amount is estimated by the administrative accounting department. A computer program is used to identify payments to vendors with a local zip code.

Banking

When students, faculty, and staff keep money in Huntsville banks they expand the pool of funds available for loans to local consumers and firms. This pool of funds is called the credit base. The survey asks for the average monthly balance in the respondent's local checking and savings accounts. For each of the six target groups, average checking and savings balances are computed. The increase in the local credit base contributed by each target group is calculated as follows:

Credit Base Increase = target population x (average savings balance + average checking balance)

The target population is estimated as previously mentioned except that the total number of students is calculated as a weighted average of Spring '99, Summer I&II '99, and Fall '99 enrollments. The lengths of each term in months are used as weights.

Financial Support For Local Schools

The survey asks for the number of children in the household and how many of the children attend Huntsville public schools. From this data we calculate the average number of children attending local schools for each of three groups: local students, local staff, and local faculty. The total number of children attending local public schools from each of these groups is estimated as follows:

Number of children = local group population x average number of school children per survey respondent

The local group populations are estimated in the same manner as the target populations previously mentioned. Once the number of children attending Huntsville public schools is estimated for local SHSU students, faculty, and staff, we take the combined number and divide by the total number of students in the Huntsville Independent School District (H.I.S.D.). The resulting ratio indicates the proportion of the H.I.S.D. student body which has a connection to SHSU. We extend this logic to claim that the state aid going to the H.I.S.D. is attributable to the presence of SHSU by this same proportion.

Property Taxes

Sam Houston State University students, faculty, and staff pay property taxes either directly or indirectly. If they own a home, they pay property taxes directly. If they rent an apartment, they pay property taxes indirectly through the rent charged by their landlord. The survey asked whether the respondent rented or owned his/her home and the amount of property taxes he/she paid. From this data it is straight forward to estimate the amount of property taxes paid on property owned by local students, faculty, and staff. Take the number of people in each of the three groups, multiply by the proportion owning their home, and then multiply by the corresponding average of taxes paid. For students the calculation is as follows:

Taxes paid = number of local students x proportion owning their home x average of taxes paid by students

The same is done for local faculty and staff.

Estimating the amount of taxes paid by students indirectly through rent payments is more challenging. We assume that if a student rents, he or she rents an apartment. We also assume that there are three students per apartment on average. (Unfortunately, the survey did not include a question on how many people help pay the rent.) From the Walker County Appraisal District we received data on the number of apartment units in Huntsville and the average appraisal value of each unit. The effective tax rate at the time of the survey was \$2.615 per \$100 of valuation. Our estimate of property taxes paid by students renting apartments is calculated as follows:

Taxes paid = (number of local students x proportion renting apartments x average apartment appraisal value x effective tax rate)/average number of students per apartment

Charitable Contributions

The survey asked for the average dollar amount given each month to a local church or charity. From this we are able to estimate the annual charitable contributions of students, faculty, and staff.

Cultural Contributions

Sam Houston State University contributes a great deal in the way of cultural entertainment. We asked the music, theatre, and art departments of the university for the number of public events offered during the year and the approximate attendance for each.

Estimation Results

Retail Economic Activity

Sam Houston State's impact on the local retail economy during 1998/1999 amounts to almost \$99 million. Of this amount, \$80 million is the result of off-campus expenditures by students, faculty and staff. \$3.5 million is the result of people coming to town to visit local students, faculty, and staff. \$5 million is the result of spending by people who come to visit various SHSU related attractions and \$10 million is the result of spending by the university for local goods and services. Table 1 summarizes the impact that Sam Houston State has on the local retail economy. Tables 2, 3, 4, and 5 provide support for the numbers going into Table 1.

Off-campus expenditures by local and non-local students, faculty, and staff generate about \$80 million in annual Huntsville retail sales. Table 2 provides the components of this number. Spending by students who live locally generates \$50 million in retail activity each year. Non-local students are responsible for another \$7 million. Local and non-local faculty together generate about \$12 million annually. Local and non-local staff account for another \$11 million.

People coming to see local students, faculty, and staff generate \$3.5 million in annual retail activity. Visits to students accounts for \$2.9 million. Visits to faculty are responsible for another \$0.2 million. Visits to staff account for the remaining \$0.6 million. (See Table 3.)

Various campus activities draw visitors to Huntsville. The economic impact of these visits is outlined in Table 4. Of the specific events related to SHSU, the Sam Houston Museum and High School Playoffs generate the most retail activity. The museum attracted about 70,000 visitors in 1999, which translates into an estimated retail impact of \$1.7 million. We estimate that the High School Playoffs attracted roughly 69,000 out-of-town visitors to Huntsville, generating \$1.7 million in retail sales.

The university hotel reports doing a business of about 25,000 visitor-days per year. We believe that most of this is related to programs held on campus in connection with the College of Criminal Justice. These visitors translate into about \$600,000 in local retail activity.

There is no doubt that Bearkat athletics attracts people to campus. The question is how many of those attending campus athletic events are from out-of-town? We assume that 25% of those attending college athletic events on campus are from out-of-town. This means that of the 66,234 reported attendance, 16,559 people are assumed to be visiting. This translates into an economic impact of about \$411,000.

Summer programs such as sports and cheerleading camps generate another 8,000 visits to Huntsville and approximately \$200,000 in retail activity. Freshman orientation and job recruiters are responsible for roughly \$84,000 and \$20,000 in retail sales respectively.

Table 5 depicts the impact of payments made by the university to local merchants and service providers. If each dollar of the approximately \$6 million spent by the university is respent in Huntsville .7 times (seven times out of ten), the total impact will be \$10 million in local retail sales.

Table 1 -- Combined Impact on Retail Economic Activity

| <i>Source</i> | <i>Economic Impact</i> |
|--|------------------------|
| Off-Campus Expenditures | \$80,317,032 |
| Visits to Students, Faculty, & Staff | \$3,498,682 |
| Visits for Specific Events | \$4,784,825 |
| Local Expenditures by the University | \$10,084,817 |
| Total Impact on Retail Economic Activity | \$98,685,356 |

Table 2 -- Off-Campus Expenditures

| <i>Target Group</i> | <i>Average</i> | | | | <i>Annual Economic Impact</i> |
|---------------------|--|--------------------------|-------------------------|-------------------|-------------------------------|
| | <i>Monthly Off-Campus Expenditures</i> | <i>Target Population</i> | <i>Number of Months</i> | <i>Multiplier</i> | |
| Local | | | | | |
| Students | | | | | |
| Spring '99 | \$390.08 | 8132 | 4 | 1.7 | \$21,570,487 |
| Summer I | \$390.08 | 3487 | 1.25 | 1.7 | \$2,890,444 |
| Summer II | \$390.08 | 2794 | 1.25 | 1.7 | \$2,316,002 |
| Fall '99 | \$390.08 | 8856 | 4 | 1.7 | \$23,490,928 |
| Faculty | \$1,594.71 | 353 | 12 | 1.7 | \$11,483,825 |
| Staff | \$1,055.71 | 452 | 12 | 1.7 | \$9,734,491 |
| Non-local | | | | | |
| Students | | | | | |
| Spring '99 | \$146.30 | 3085 | 4 | 1.7 | \$3,069,081 |
| Summer I | \$146.30 | 1322 | 1.25 | 1.7 | \$410,993 |
| Summer II | \$146.30 | 1060 | 1.25 | 1.7 | \$329,541 |
| Fall '99 | \$146.30 | 3359 | 4 | 1.7 | \$3,341,668 |
| Faculty | \$207.14 | 124 | 9 | 1.7 | \$392,986 |
| Staff | \$467.17 | 135 | 12 | 1.7 | \$1,286,586 |
| Total | | | | | \$80,317,032 |

Table 3 -- Visits Attributable to Students, Faculty, and Staff

| <i>Target Group</i> | <i>Average</i> | | <i>Number of Months</i> | <i>Average Expenditures</i> | | <i>Economic Impact</i> |
|---------------------|-----------------------------|--------------------------|-------------------------|-----------------------------|-------------------|------------------------|
| | <i>Monthly Visitor-Days</i> | <i>Target Population</i> | | <i>Per Visitor-Day</i> | <i>Multiplier</i> | |
| Local | | | | | | |
| Students | | | | | | |
| Spring '99 | 1.543 | 8132 | 4 | \$14.60 | 1.7 | \$1,245,733 |
| Summer I | 1.543 | 3487 | 1.25 | \$14.60 | 1.7 | \$166,928 |
| Summer II | 1.543 | 2794 | 1.25 | \$14.60 | 1.7 | \$133,753 |
| Fall '99 | 1.543 | 8856 | 4 | \$14.60 | 1.7 | \$1,356,642 |
| Faculty | 1.683 | 353 | 12 | \$14.60 | 1.7 | \$176,946 |
| Staff | 3.11 | 452 | 12 | \$14.60 | 1.7 | \$418,680 |
| Total | | | | | | \$3,498,682 |

Table 4 -- Visits Related to Specific Events

| <i>Source Of Visits</i> | <i>Average Expenditures Per Visitor-</i> | | | <i>Economic Impact</i> |
|-----------------------------|--|------------|-------------------|----------------------------|
| | <i>Visitor-Days</i> | <i>Day</i> | <i>Multiplier</i> | |
| Freshman Orientation | 3,384 | \$14.60 | 1.7 | \$83,991 |
| Camp Visitors | 8,000 | \$14.60 | 1.7 | \$198,560 |
| Athletic Events | 16,559 | \$14.60 | 1.7 | \$410,994 |
| High School Playoffs | 69,180 | \$14.60 | 1.7 | \$1,717,048 |
| University Hotel | 25,005 | \$14.60 | 1.7 | \$620,624 |
| Recruiters | 824 | \$14.60 | 1.7 | \$20,452 |
| Museum | 69,829 | \$14.60 | 1.7 | \$1,733,156 |
| Total | | | | \$4,784,825 |

Table 5 -- Local Expenditures by the University

| | <i>Dollar Amount</i> | <i>Multiplier</i> | <i>Economic Impact</i> |
|-------------------------------|----------------------|-------------------|------------------------|
| University Local Expenditures | \$5,932,245 | 1.7 | \$10,084,817 |

Banking

Huntsville bank deposits by students, faculty, and staff expand the local credit base by \$19.4 million. (See Table 6.) Local and non-local students account for \$10 million of this total. Local faculty report an average checking account balance of \$3,855 and an average savings balance of \$15,451. This implies that local faculty in total have \$6.8 million on deposit in Huntsville banks. Local staff have an average checking balance of \$1,349 and average savings balance of \$2,647. Total deposits for all local staff are estimated to be \$1.8 million. Non-local faculty account for about \$400,000 in local deposits. Non-local staff are responsible for another \$234,000 in deposits.

Table 6 -- Contributions to Local Credit Base

| <i>Target Group</i> | <i>Target Population</i> | <i>Average</i> | <i>Average</i> | <i>Contribution to Credit Base</i> |
|---------------------|--------------------------|-------------------------|------------------------|------------------------------------|
| | | <i>Checking Balance</i> | <i>Savings Balance</i> | |
| Local | | | | |
| Students | 7,219 | \$363 | \$749 | \$8,027,528 |
| Faculty | 353 | \$3,855 | \$15,451 | \$6,815,018 |
| Staff | 452 | \$1,349 | \$2,647 | \$1,806,192 |
| Non-local | | | | |
| Students | 2,738 | \$188 | \$597 | \$2,149,330 |
| Faculty | 124 | \$1,703 | \$1,545 | \$402,752 |
| Staff | 135 | \$815 | \$917 | \$233,820 |
| Total | | | | \$19,434,640 |

Financial Support for Local Schools

Of the 6,800 children in the Huntsville Independent School District (H.I.S.D.), 1,827 of them have a parent either attending or working for SHSU. (Table 7 presents the details of this estimate.) The implication is that 26.9% of H.I.S.D. enrollment has some connection to the presence of SHSU. Consequently, of the \$24,523,360 H.I.S.D. receives from the state of Texas based upon student enrollment, \$6,590,254 is attributable to the presence of SHSU.

Table 7 -- The Number of Children in H.I.S.D. with a SHSU Connection

| <i>Target Group</i> | <i>Target Population</i> | <i>Average Number</i> | <i>Estimated Number</i> |
|---------------------|--------------------------|-------------------------------------|--|
| | | <i>Of Children In Local Schools</i> | <i>Of SHSU Children In Local Schools</i> |
| Local | | | |
| Students | 7,219 | 0.2117 | 1,528 |
| Faculty | 353 | 0.3846 | 136 |
| Staff | 452 | 0.3605 | 163 |
| Total | | | 1,827 |

Property Taxes

Students, faculty, and staff who live in Huntsville pay property taxes. We estimate that 14.1% of the students living in Huntsville own their home and pay \$837,000 in taxes. (See Table 8.) 85% of the local (living in Huntsville) faculty own their homes and pay \$532,000 in taxes. It is interesting to note that local staff members report paying more in property taxes on average than do local faculty. Survey results indicate that 62.8% of the local staff own their homes and pay \$792,000 in taxes.

48% of the students living in Huntsville report renting their dwelling. We assume the dwelling is an apartment and that 3 students on average share one apartment. The average appraisal value of an apartment in Huntsville is \$17,000. At an effective tax rate of \$0.02615 per \$100 of valuation, we estimate that student apartment renters pay \$513,473 in taxes. See Table 9.

Table 8 -- Estimated Taxes Paid on SHSU Owner Occupied Homes

| <i>Target Group</i> | <i>Target Population</i> | <i>Proportion Owning Their Home</i> | <i>Average Taxes Paid</i> | <i>Estimated Total Taxes</i> |
|---------------------|--------------------------|-------------------------------------|---------------------------|------------------------------|
| Local | | | | |
| Students | 7,219 | 0.141 | \$822.66 | \$837,368 |
| Faculty | 353 | 0.850 | \$1,773.04 | \$532,001 |
| Staff | 452 | 0.628 | \$2,790.50 | \$792,100 |
| Total | | | | \$2,161,469 |

Table 9 -- Property Taxes Paid by SHSU Students Renting Apartments

| <i>Target Group</i> | <i>Target Population</i> | <i>Proportion Renting Apartments</i> | <i>Average Apartment Appraisal Value</i> | <i>Effective Tax Rate</i> | <i>Average Number Per Apt.</i> | <i>Estimated Taxes Paid</i> |
|---------------------|--------------------------|--------------------------------------|--|---------------------------|--------------------------------|-----------------------------|
| Local | | | | | | |
| Students | 7,219 | 0.48 | \$17,000 | 0.02615 | 3 | \$513,473 |

Of the $7,219 \times 0.48 = 3,465.12$ students renting locally, we assume most have roommates. To be conservative, we assume that the average number of students per dwelling is 3. This means there are $3,465.12 / 3 = 1,155.04$ apartments. The average appraisal value per apartment is \$17,000. So taxes paid are estimated as: $1,155.04 \times \$17,000 \times 0.02615 = \$513,473$

Charitable Contributions

Local and non-local students donate approximately \$1.4 million to local churches and charities each year. (See Table 10.) Local and non-local faculty donate approximately \$666,000 each year. Staff members donate about \$772,000. Altogether, \$2.8 million flows from SHSU to local churches and charities.

Table 10 – Charitable Contributions

| <i>Target Group</i> | <i>Average</i> | | | |
|---------------------|--------------------------|-----------------------------|-------------------------|-----------------------------|
| | <i>Target Population</i> | <i>Monthly Contribution</i> | <i>Number of Months</i> | <i>Annual Contributions</i> |
| Local | | | | |
| Students | 7,219 | \$15.98 | 10.5 | \$1,211,276 |
| Faculty | 353 | \$153.78 | 12 | \$651,412 |
| Staff | 452 | \$130.13 | 12 | \$705,825 |
| Non-local | | | | |
| Students | 2,738 | \$7.75 | 10.5 | \$222,805 |
| Faculty | 124 | \$11.54 | 10.5 | \$15,025 |
| Staff | 135 | \$41.15 | 12 | \$66,663 |
| Total | | | | \$2,873,006 |

Cultural Contributions

Sam Houston State University provides many cultural opportunities for the residents of Huntsville. Because many of these events are free, no precise attendance numbers are available. (See Table 11.) Rough guesses of attendance are made by the people involved. The Sam Houston Museum represents a great cultural resource for the region. The University attracts world leaders such as former presidents George Bush of the United States and Lech Walesa of Poland, and business leaders such as Bob McTeer, President of the Dallas Federal Reserve Bank, and Jim McIngvale, CEO of Gallery Furniture.

Table 11 – SHSU Cultural Events

| <i>Event</i> | <i>Attendance</i> |
|--------------------------|-------------------|
| 84 Music Concerts (free) | Thousands |
| 54 Theatre Performances | Over 7,000 |
| 11 Art Shows (free) | 2,500 |

Retail Profile of the University People

Of the 74% of the faculty who live in the local area, most (85%) are buying their home and paying a median monthly house payment of \$800. The remaining 15% are paying \$580 monthly rent. Staff members are just as likely to be living in the local area (77%). About half (46%) of them are buying their home, and they are paying \$600 per month in house payments. Staff who are renting are paying a median of \$400 in monthly rent. Only slightly fewer (72%) of the students are living in the local area. They are likely (48%) to be renting, and are paying \$460 per month. About one-fourth (25%) of the students are staying in the dorms on campus, while 14% are buying their homes; 11% are living with their parents and 1% are living in a fraternity or sorority house.

One-fifth (19.5%) of the faculty have bought a new car during the past year, paying an average of \$21,745 each. Staff members were almost as likely (13.1%) to have bought a new car; they paid \$19,075. A few (3.3%) of the students bought cars averaging \$14,244 each.

Further evidence of the direct impact of University people's expenditures on individual retail segments can be seen in the table below. Many of the customers seen in the area's retail establishments are clearly affiliated with the University.

| | Restaurants | | Grocery | | Gasoline | |
|----------|-----------------|---------------------|-----------------|---------------------|-----------------|---------------------|
| | Visits per Week | Average Expenditure | Visits per Week | Average Expenditure | Visits per Week | Average Expenditure |
| Faculty | 2.9 | \$13.80 | 1.6 | \$52.40 | 1.5 | \$15.20 |
| Staff | 2.8 | \$13.21 | 1.4 | \$59.91 | 1.4 | \$17.07 |
| Students | 2.4 | \$10.45 | 0.9 | \$27.43 | 1.1 | \$12.10 |

Appendix