



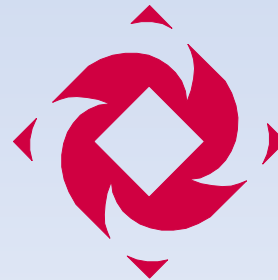
# **NACAS Central**

*Campus Meeting and Event  
Facilities:*

*Strategies for Improved Policies,  
Procedures and Revenue Generation*

*June 21, 2011*

DANIEL DURACK



BRAILSFORD & DUNLAVEY

# Brailsford & Dunlavy – Firm Profile

## A Full-Service Program Management & Facility Planning Firm

### B&D is dedicated to serving:

- **Colleges and Universities**
- Professional Sports Organizations
- Elementary and Secondary Schools
- Municipalities and Governments
- Private Organizations

### Focus on “Quality of Life” Facilities:

- Student Housing - Over 200 assignments
- Student Recreation – Over 100 assignments
- **Student Centers – Over 80 assignments**
- Athletic Facilities – Over 30 assignments
- Mixed Use / Campus Edge



# Brailsford & Dunlavey – Firm Profile

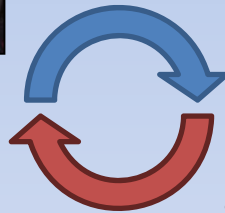
Recreation Centers



Student Centers



Retail / Mixed-Use  
Development



Student & Faculty / Staff  
Housing



- Strategic Planning
- Facility Programming
- Site Selection Analysis
- Market Research
- Financial Analysis
- Economic Impact Analysis
- Economic Impact Analysis
- RFP Development
- Program Management



# Questions to Answer

- What venues do we have on-campus for meetings/events?
- What policies are in place for using on-campus venues at SDSU, and how can they be improved?
- Who is using each facility and how satisfied are they?
- What are the best practices in place at other institutions for policies, reservations and billing?
- How can we improve customer service and satisfaction?
- How can we increase our revenues?



# Process and Objectives

- Campus Facilities Tour
- Online Survey of Students and Faculty/Staff
  - Facility Users
  - Individuals responsible for reserving spaces
- Case Study Analysis
- Determine what current users think of the meeting/event facilities and reservation process at SDSU.
- Establish the “best practices” in place at SDSU peers for event/meeting space
  - Policy (Reservation Priority, Fee Structure, etc.)
  - Procedure (Reservation System, Marketing, Billing, etc.)
- Present findings and make recommendations to SDSU based upon survey results, best practices and the ability to maximize revenues.



# On-Campus Venues

## Venues Included in Analysis

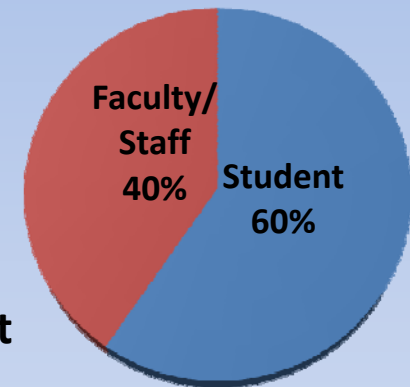
- Student Union
- Frost Arena
  - Basketball Arena
  - Central Lobby / Reception Area
  - Swimming Pool
- Performing Arts Center (PAC)
  - Roberts Reception Hall
  - Larson Memorial Concert Hall
  - Fishback Theater
- Doner Auditorium
- Sylvan Theater
- Medary Commons
- Larson Commons
- De Puy Military Hall
- South Dakota Art Museum
- Animal Science Arena
- SDSU Foundation Meeting/Board Rooms
- Tompkins Alumni Center



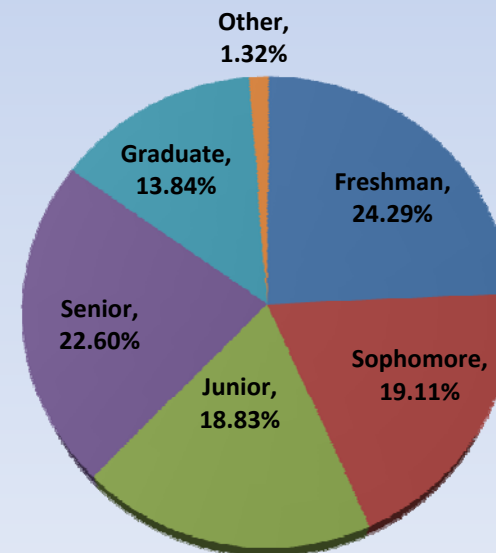
# Survey Results - Population

- Key Demographics
  - Attended meeting/event
  - Reserved space for meeting/event
- Total Respondents = 1,880
  - 1,119 Students
  - 761 Faculty/Staff

Survey Population

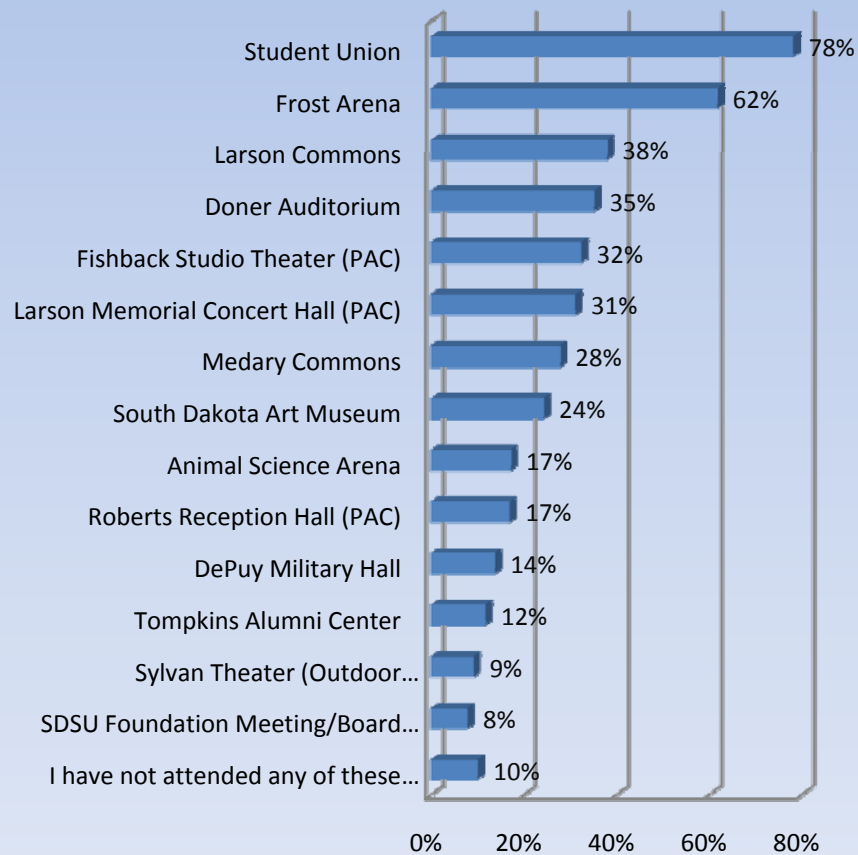


Class Status for Student Respondents



# Survey Results – Venues Usage

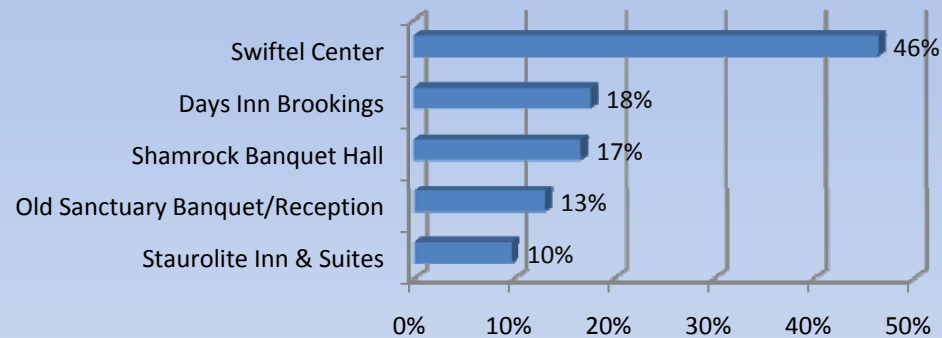
## On-Campus Venues (Students)



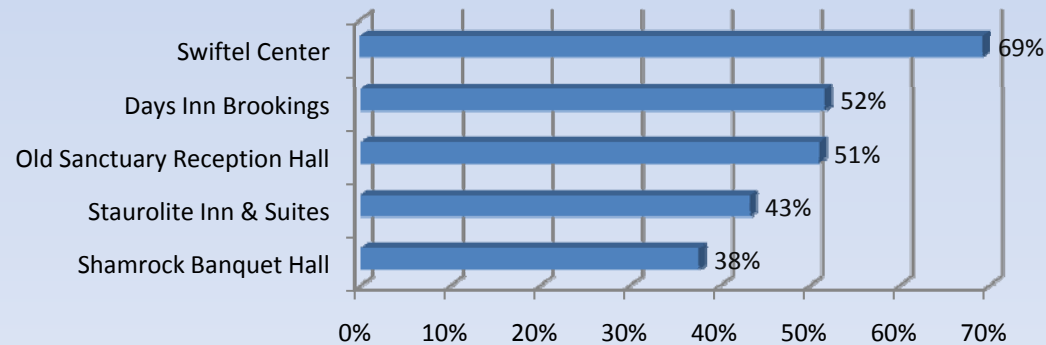


# Survey Results – Venues Usage

## Off-Campus Venues (Students)



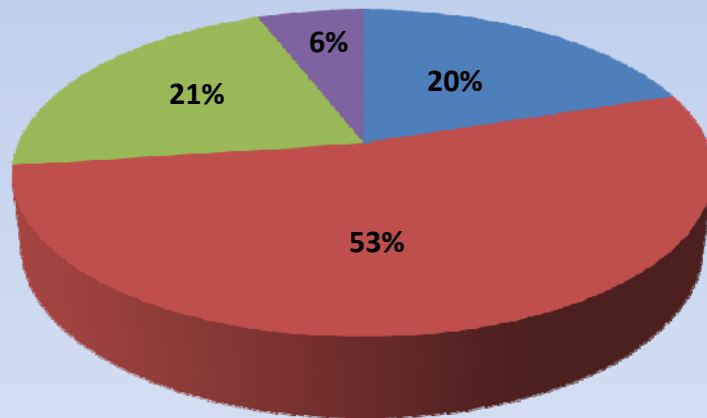
## Off-Campus Venues (Faculty/Staff)



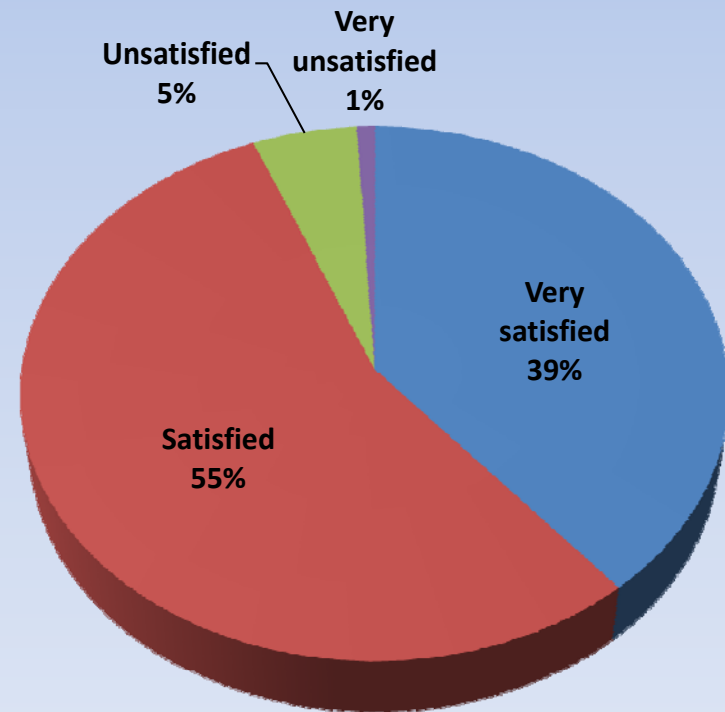
# Survey Results – Overall Satisfaction

## Event Type (Students)

- Group study/private study
- Special event (performing arts, concert, social event, dance/mixer, etc.)
- Student organization meeting/activity
- Other (please specify)

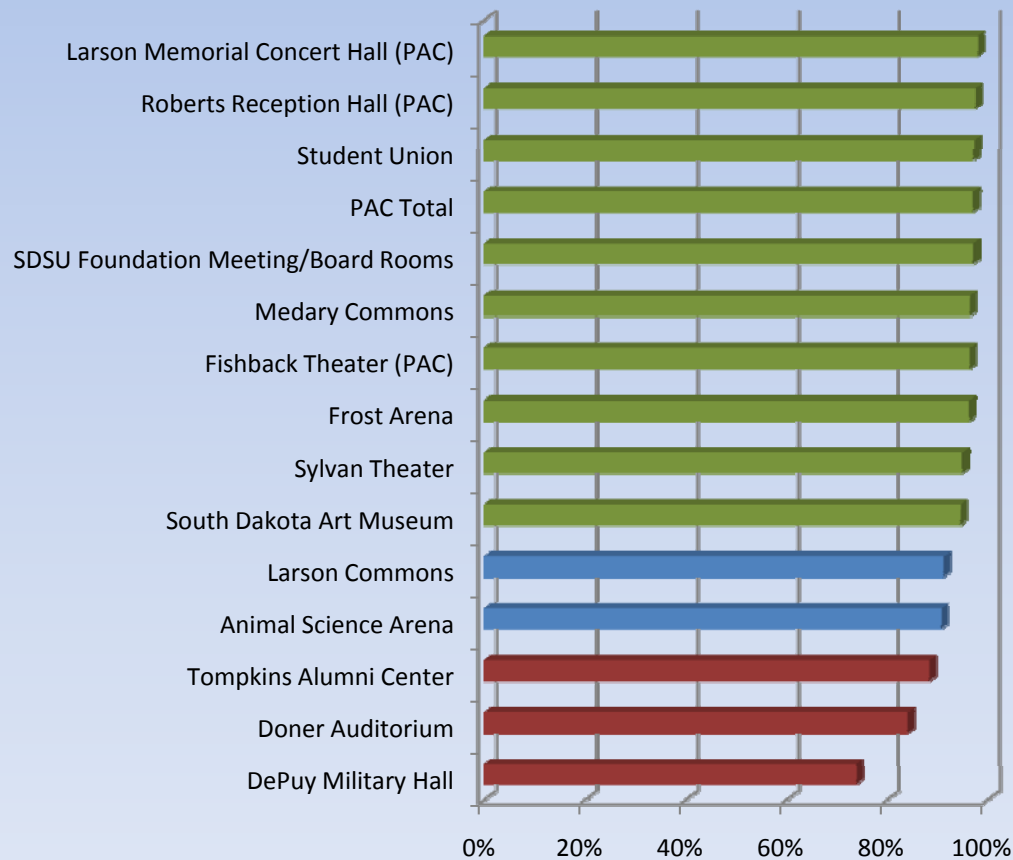


## Overall Level of Satisfaction with Facility (Students)

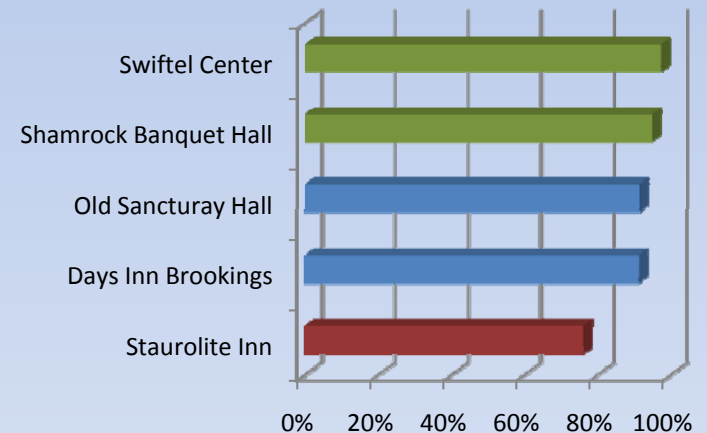


# Survey Results – Facility Satisfaction

**Percentage of Students "Satisfied" or "Very Satisfied" (On-Campus)**

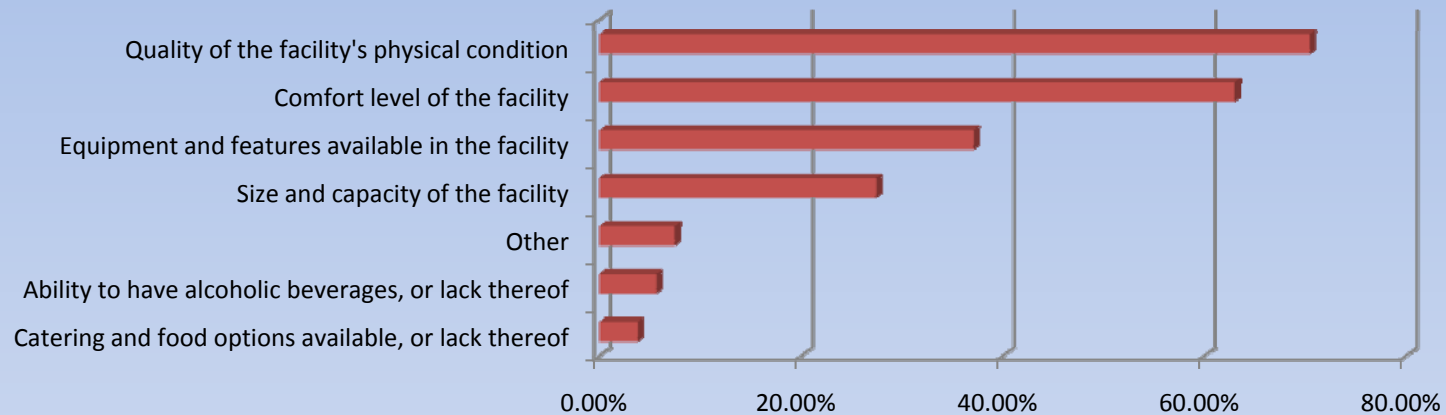


**Percentage of Students "Satisfied" or "Very Satisfied" (Off-Campus)**

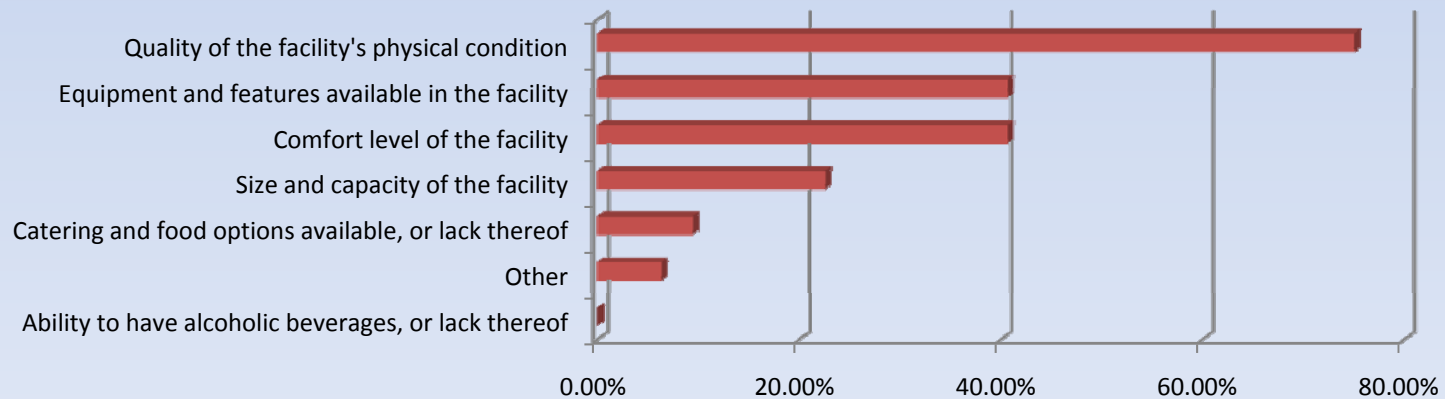


# Survey Results - Dissatisfaction

## Characteristics of Dissatisfaction - Doner Auditorium

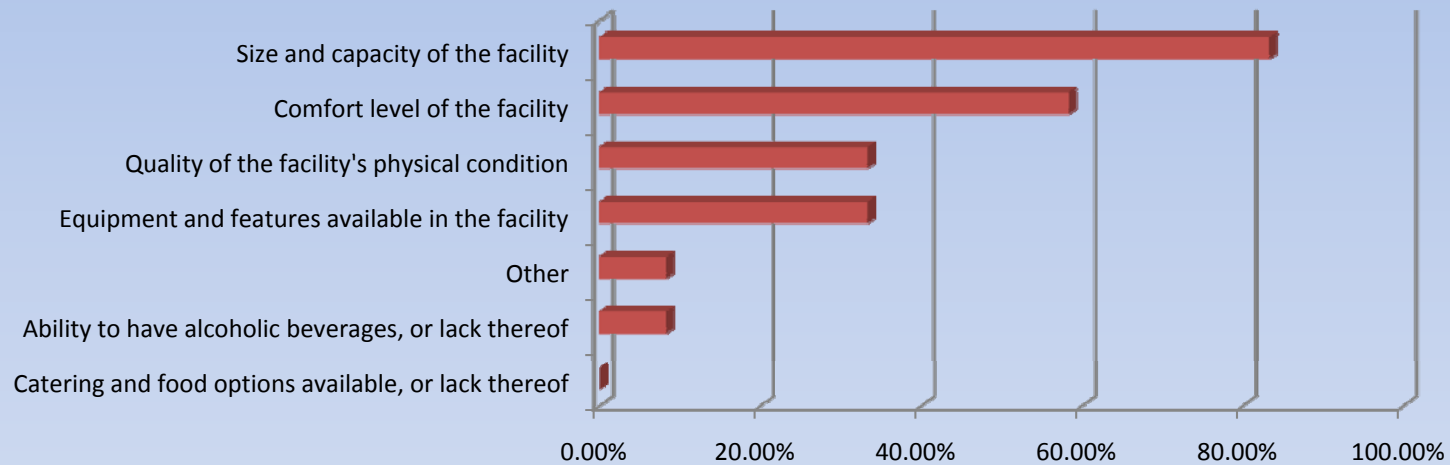


## Characteristics of Dissatisfaction - DePuy Military Hall



# Survey Results - Dissatisfaction

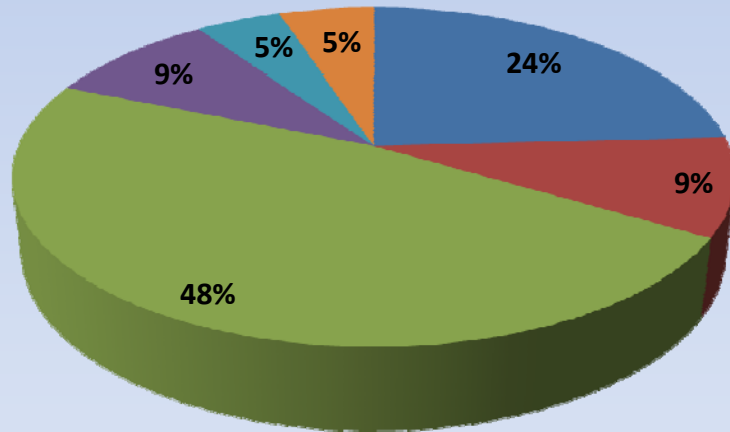
## Characteristics of Dissatisfaction - Tompkins Alumni Center



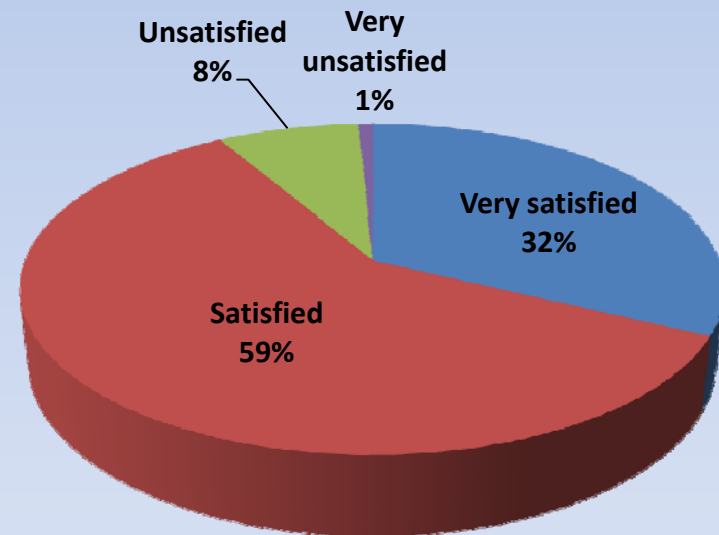
# Survey Results – Overall Satisfaction

## Event Type (Faculty/Staff)

- Faculty/staff/department meeting or informational session
- Student event as advisor, organizer, director, etc.
- Special event (performing arts, concert, social event, mixer, etc.)
- Conference/trade show/industry event
- Fundraiser/alumni event
- Other

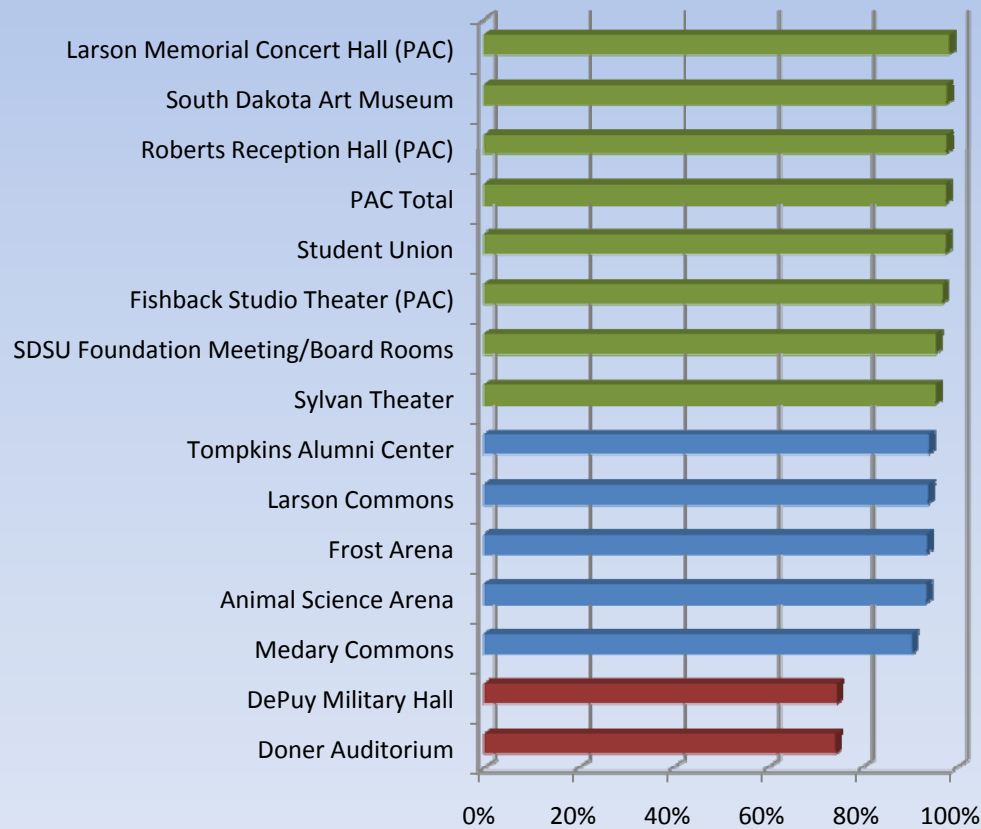


## Overall Level of Satisfaction with Faculty (Faculty/Staff)

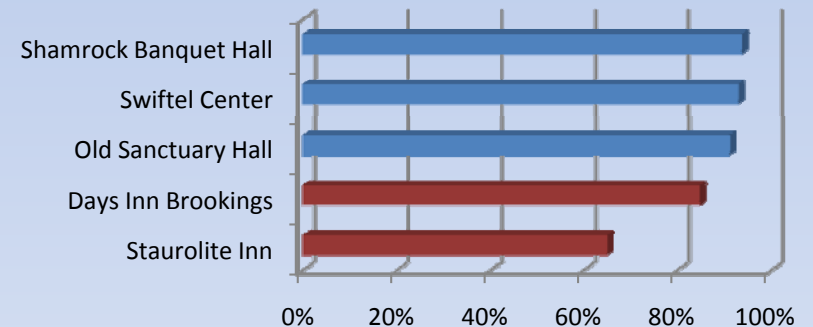


# Survey Results – Facility Satisfaction

## Percentage of Faculty/Staff "Satisfied" or "Very Satisfied" (On-Campus)

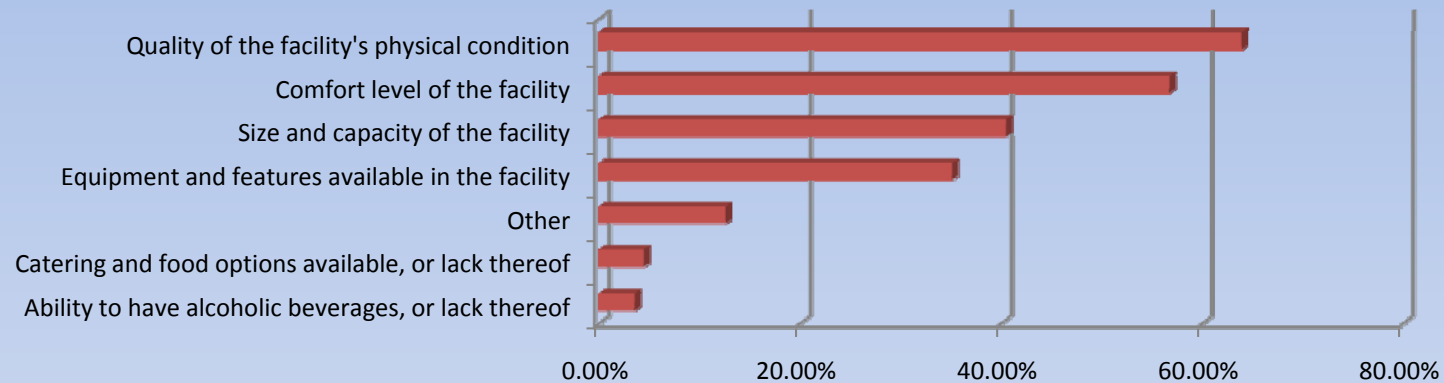


## Percentage of Faculty/Staff "Satisfied" or "Very Satisfied" (Off-Campus)

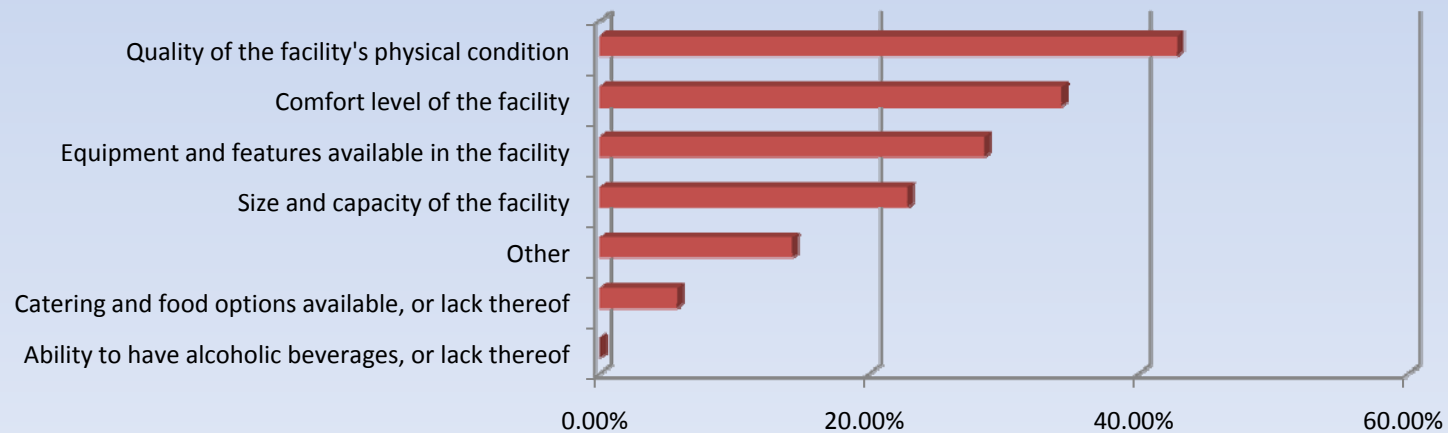


# Survey Results - Dissatisfaction

## Characteristics of Dissatisfaction - Doner Auditorium



## Characteristics of Dissatisfaction - DePuy Military Hall

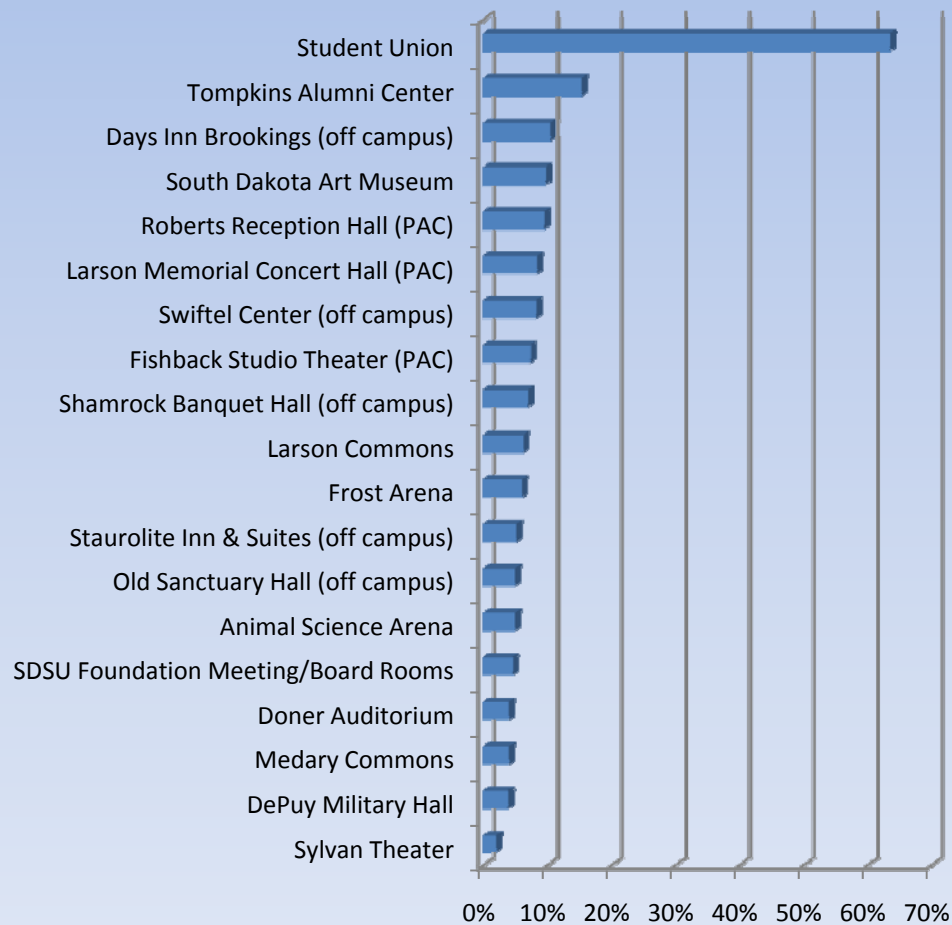




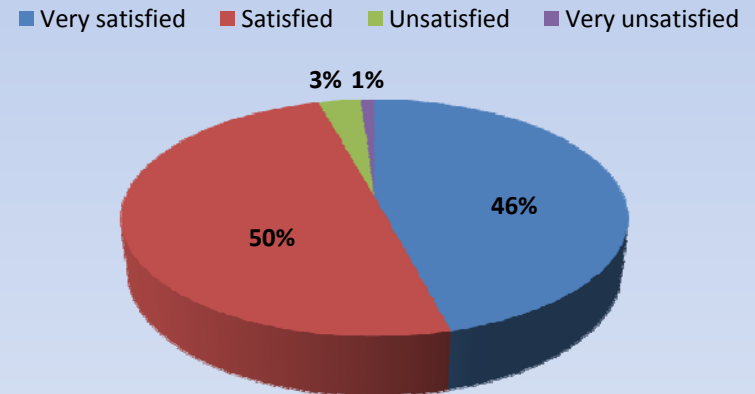
# Survey Results – Reservations

## (by those who make reservations)

### Venue Reserved

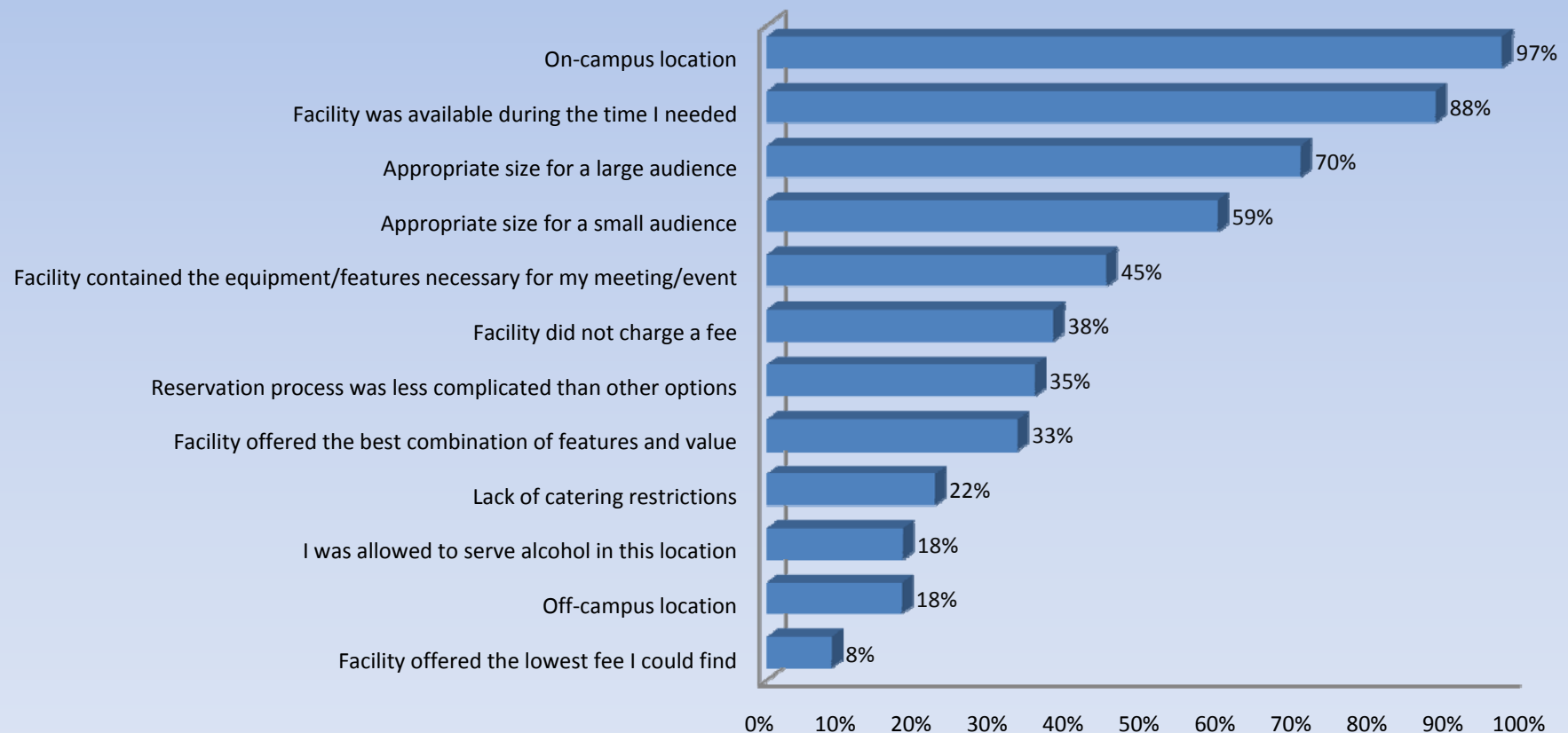


### Meeting Venue Satisfaction



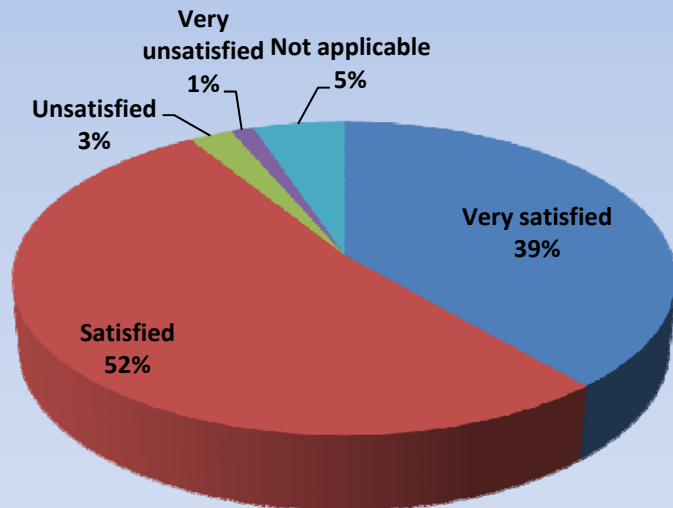
# Survey Results – Reservations (by those who make reservations)

## Qualities Most Important in Selecting Venue

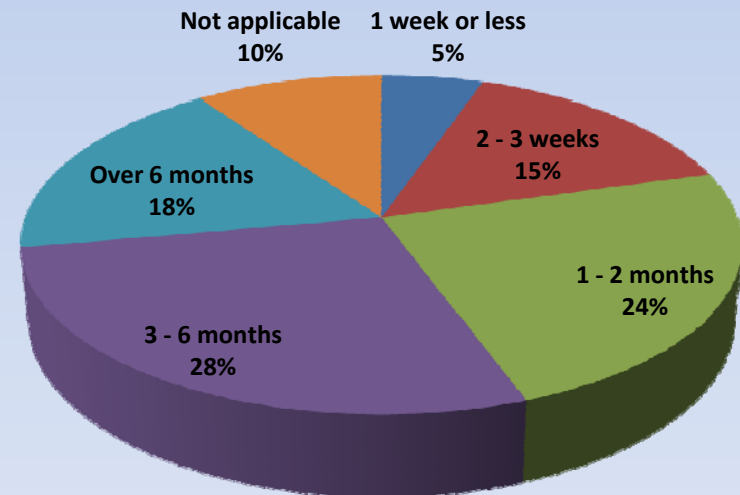


# Survey Results – Reservations (by those who make reservations)

How satisfied were you with the reservation process?

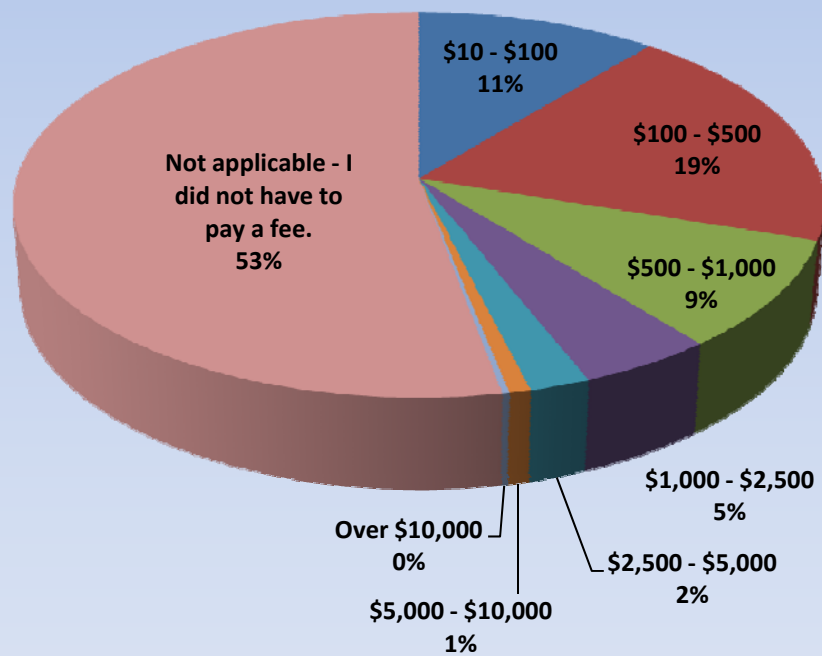


How far in advance did you make your venue reservation?

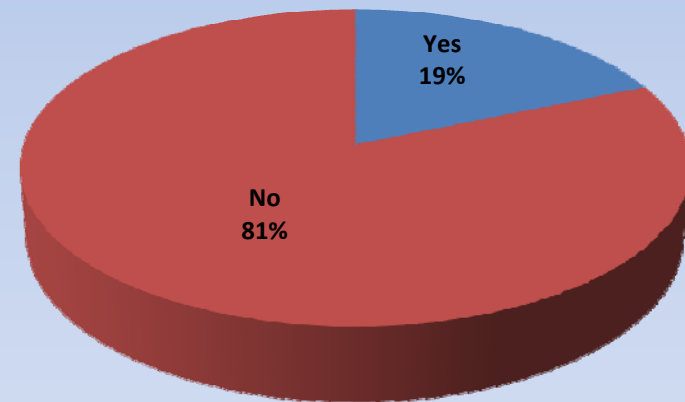


# Survey Results – Rental Fees (by those who make reservations)

## Average Rental Fee - All Venues

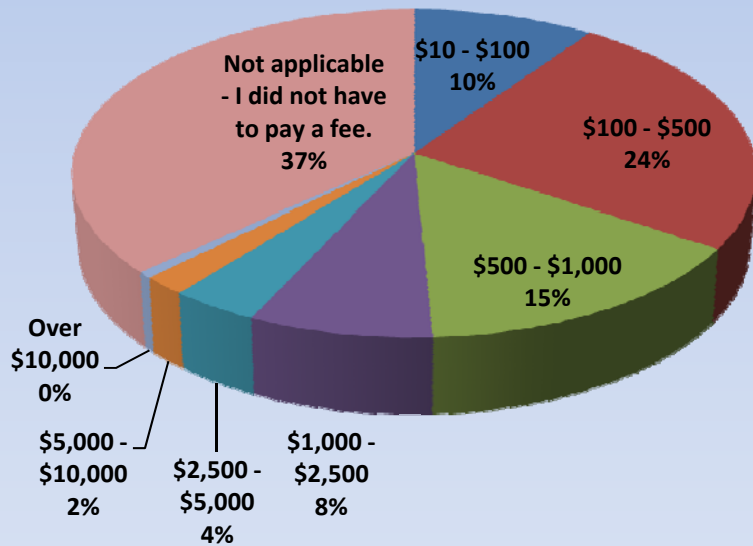


## Meeting Charged Admission or Attendance Fee

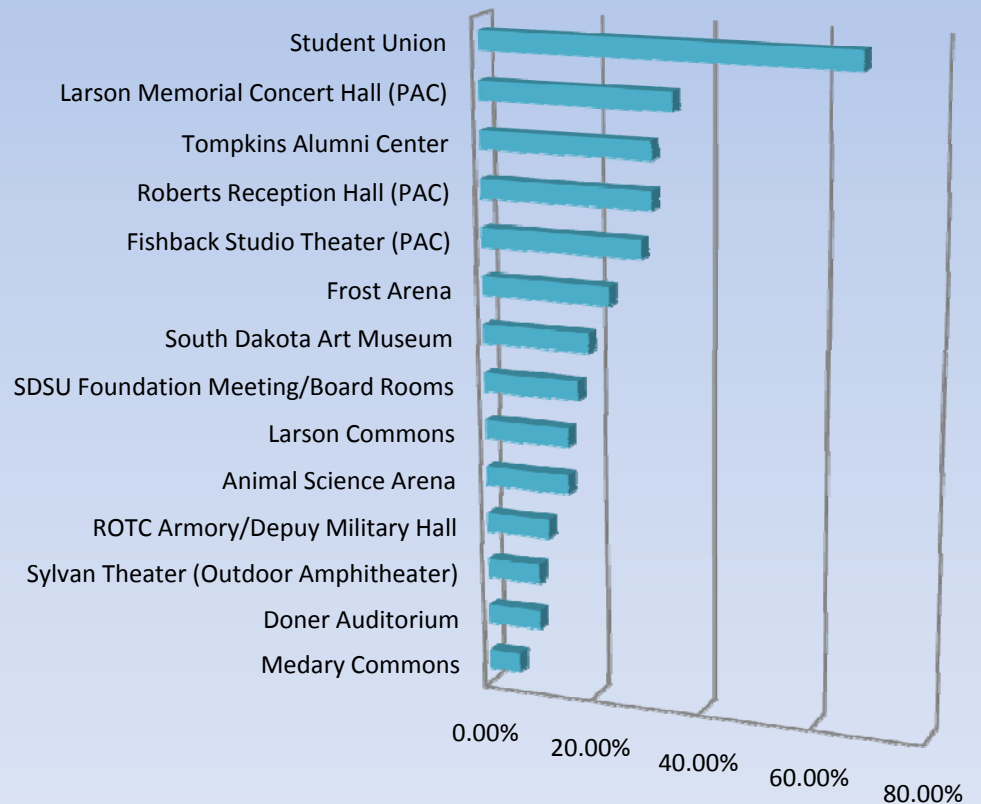


# Survey Results – Rental Fees

## Rental Fee Paid by Respondents Charging Admission Fee

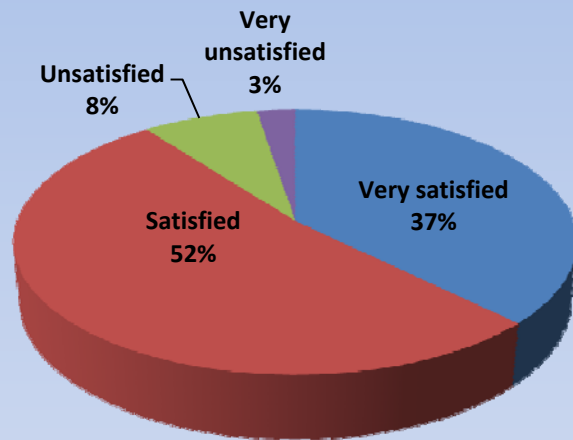


## Venues Not Collecting Fee for Users Paying Admission

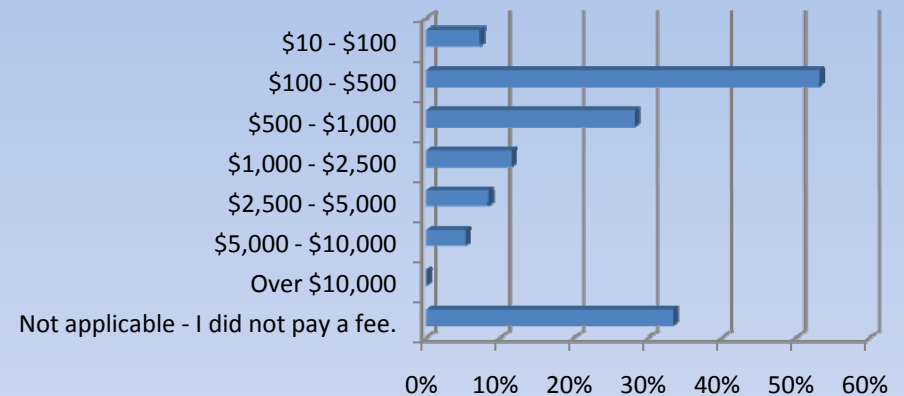


# Survey Results – Off-Campus Market

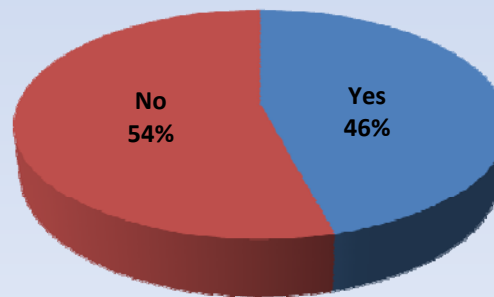
## Off-Campus Facility Satisfaction



## Rental Fee - Off-Campus Market

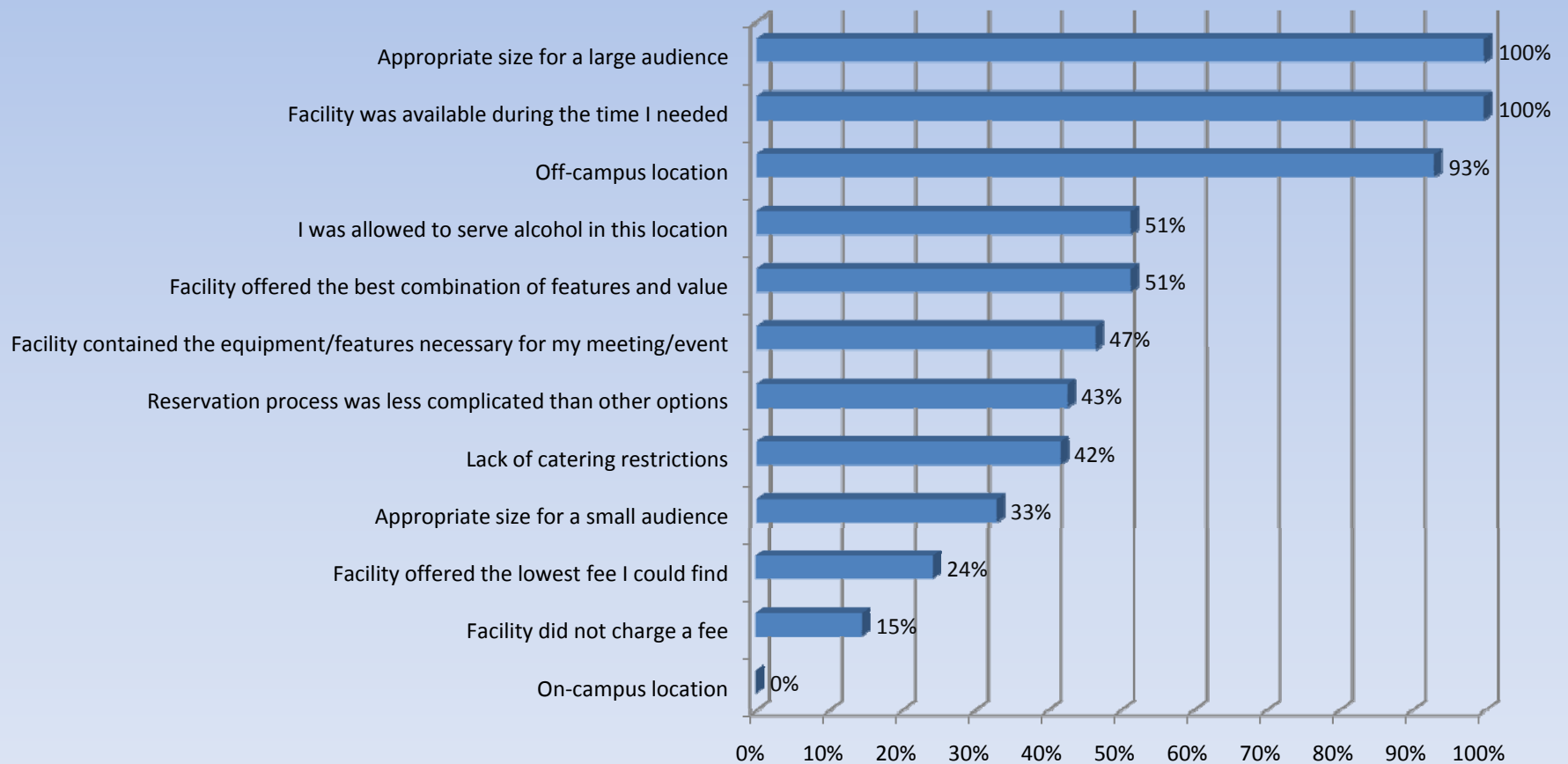


## Meeting Charged Admission or Attendance Fee



# Survey Results – Off-Campus Market

## Qualities Most Important in Selecting Off-Campus Venue



# Survey Summary

- Student Union is the most active facility.
- The majority of meetings/events were classified as special events (performing arts, concerts, social events, dance/mixer, etc.).
- Overall, more than 90% of faculty/staff and students are either “satisfied” or “very satisfied” with the facilities at SDSU
- Facilities receiving the highest level of dissatisfaction include:
  - Doner Auditorium
  - DePuy Military Hall
  - Tompkins Alumni Center
- Primary reasons for dissatisfaction include:
  - Physical condition
  - Comfort level
  - Size and capacity
  - Available equipment and features
- More than 90% of respondents making reservations were “satisfied” or “very satisfied” with the reservation process.
- Overall, the ability to serve alcohol was not an important factor in selecting a venue. However, 51% of respondents who reserved a venue off-campus cited the ability to serve alcohol as an important factor in their reservation decision.
- Primary reasons for booking off-campus venue include:
  - Size and capacity for large audience
  - Availability
  - Off-campus location
  - Ability to serve alcohol
  - Best combination of features and value
- Faculty/Staff are the largest users of off-campus facilities.
- 47% of meetings/events pay some form of rental fee.
- 19% of meetings/events charge an admission fee.
- Of those events charging admission, 37% do not pay any form of facility rental fee. This primarily occurs in:
  - Student Union
  - Performing Arts Center
  - Tompkins Alumni Center





# Policy and Procedure – Case Studies



University of Oklahoma – Student Union



New Mexico State University – Corbett Center



University of Michigan – University Unions



UC San Diego – University Centers



# Policy and Procedure – Case Studies



- Michigan Union
  - Ballrooms
  - Meeting Rooms
- Michigan League
  - Ballrooms
  - Meeting Rooms
- Pierpont Commons
  - Ballrooms
  - Meeting Rooms



- Price Center
  - Ballrooms
  - Meeting Rooms
- Student Center
  - Entertainment Venues
  - Outdoors Spaces



- Corbett Center
  - Ballroom
  - Meeting Rooms
  - Auditorium
  - Lounges
- Academic Space
  - Classrooms
- Residence Halls
  - Classrooms
- Conference Center
  - Golf Course
  - Banquet Room
  - Fulton Club
  - Pan American Center
  - Music Recital Hall
  - Activity Center
  - Natatorium
  - Intramural Fields



- Student Union
  - Ballrooms
  - Meeting Rooms
  - Auditorium
- Bennett Chapel
- Academic Space
  - Lounges



# Policy and Procedure – Common Elements

- Affiliation Categories
  - Student Organizations (must be registered with University)
  - University Departments
  - Commercial / Off Campus / Public
- All Commercial / Off Campus / Public Users pay the highest rate.
- All Student organizations and University Departments must pay fees via a University-held account.
- Only the designated representative of a Student Organization may make a reservation.
- All Student Organizations and Departments pay a facility fee if the event/meeting charges admission or sells products/services.
- All users pay for audio/visual equipment use.



# Policy and Procedure – Priority Scheduling



- Distinguish between Major and Non-Major events (self-determined):
  - Major Event – Students and Departments can schedule 1 major event up to 2 years in advance.
  - Non-Major Event – Students and Departments can schedule 12 events per semester, up to 18 months in advance.
- Public users may schedule 12 events up to 12 months in advance.



- Student organizations can schedule 6 months in advance, with a max of 4 reservations at one time.
- Departments may schedule 1 quarter in advance, with a max of 4 reservations at one time.
- Public users may schedule rooms up to 6 weeks in advance. Exceptions allowed with written consent.



- Distinguish between Priority 1 and Priority 2 events (determined by Student Board):
  - Priority 1 – In January, groups holding a Priority 1 event may reserve space for the next academic year.
  - Priority 2 – In February, groups holding a Priority 2 event may reserve space for the next academic year.
- Regular Events – Early March, student orgs; Mid-March, departments; April, public users



- Informal reservation process:
  - Student orgs book first in Spring.
  - Departments may book 3-4 weeks after students.
  - Public users may book 3-4 weeks after departments.



# Policy and Procedure – Fee Policy



- Student orgs do not pay a fee for most rooms, except select conference rooms.
- Student orgs pay a higher rate if admission is charged.
- Departments are charged a designated rate for all rooms. Admission fees do not change this rate.



- Student orgs do not pay a fee for any room.
- Departments have designated rate, and meeting must contain at least 75% UCSD faculty/staff. Departments not typically charged for standard conference room.
- If admission fees are charged, students pay greater of standard meeting room fee, or 5% of collected admissions. Departments pay greater of standard meeting room fee or 10% of collected admissions.



- Student orgs do not pay a fee.
- Departments do not pay a fee.
- Special rate applies to any event that charges admission, sells items, a non-NMSU entity is paying any of the a/v or catering fees, event is advertised in a newspaper / off campus / online to encourage non-NMSU attendance.



- Student orgs do not pay a fee.
- All departments are charged an annual facility fee. Additional audio/visual fees apply.
- Additional facility fees are levied on any event that charges admission or sells products/services.



# Policy and Procedure – Reservation Mechanics



- Decentralized reservation and approval system.
- Event coordinator handles facility rentals, catering, setup and will be present day of event.
- Client may reserve rooms online, but will need to contact other necessary University departments.



- Staff consists of one Reservation Manager, who handles Departments and Public, and two Coordinators, who handle Student Orgs.
- Utilizes single point of contact, online scheduling, and an online approval system for other University departments (TAP).
- All reservations requiring TAP must be made at least 21 days in advance.



- Works in conjunction with Conference Center to handle all reservations.
- Allows online scheduling.
- Conference Coordinator will be liaison to other University departments.



- Utilized “concierge” approach to scheduling with a single point of contact.
- Representative will coordinate with all other University departments.



# Policy and Procedure – Billing



- Clients receive one consolidated bill for all charges.



- Clients receive separate bills for facilities/security, catering and parking.



- Students and Departments will receive multiple bills from each applicable entity.
- Public users will receive one combined bill for all services.



- Clients receive one bill for catering and facility fees.
- Additional bills sent separately.



# Policy and Procedure – Catering



- University catering only.
- Discounted Student menu available.



- University catering only in Price Center.
- Outside services allowed in designated areas.



- Aramark catering in most venues
- Additional catering services allowed at Golf Course Banquet Room



- University catering in all venues.
- Student orgs allowed to bring in select items, discounted student menu available.





# Policy and Procedure – Marketing/Client Base



- Does not implement many marketing initiatives.
- Primary clients are University-based.
- Goal is to retain current clients, not actively seek new ones.



- Operation is “very student-focused.”
- Primarily market to on-campus groups.
- Dedicated marketing staff develops materials for food vendors and other groups in Union.



- Only off-campus groups are summer conferences, however this is a significant business.
- Facilities are in direct competition with local convention center.
- Conference Center staff works closely with Las Cruces Visitor’s Bureau to attract clients.



- Attempting to implement strong revenue sharing protocols with other on-campus groups, as number of potential clients is not growing.
- Primarily on-campus client base.
- Under-utilized auditorium in Union is rented back to University for lectures during regular classroom hours.



# Policy and Procedure – Rental Rate Formula

- Example formula for determining facility rental rates:



Determine Student rental rate = \$3.15/hour

- X2 for Student events charging admission = \$6.30/hour
- X3 for Department events = \$9.45/hour
- X5 for non-University users = \$15.75/hour

Michigan Union Event Services

530 S. State Rm. 1310

Ann Arbor, MI 48109

Phone: 734-764-UUES (8837)

Fax: 734-763-1388

Email: muscheduling@umich.edu

DIVISION OF STUDENT AFFAIRS

## the Michigan Union

University of Michigan

Ground Floor	A Min.	A Hourly	B Min.	B Hourly	C Min.	C Hourly	D Min.	D Hourly	D* Min.	D* Hourly
Lobby Space		\$4.20	\$42.00	\$8.40	\$63.00	\$12.60	\$105.00	\$21.00		
First Floor	A Min.	A Hourly	B Min.	B Hourly	C Min.	C Hourly	D Min.	D Hourly	D* Min.	D* Hourly
Anderson A, B or C		\$3.15	\$31.50	\$6.30	\$47.25	\$9.45	\$78.75	\$15.75		
Anderson ABC or CD		<del>\$10.00</del>	<del>\$100.00</del>	<del>\$20.00</del>	<del>\$150.00</del>	<del>\$30.00</del>	<del>\$250.00</del>	<del>\$50.00</del>		
Anderson ABCD		\$12.60	\$126.00	\$25.20	\$189.00	\$37.80	\$315.00	\$63.00		
Anderson D, AB or BC		\$6.00	\$60.00	\$12.00	\$90.00	\$18.00	\$150.00	\$30.00		
Bates		\$4.20	\$42.00	\$8.40	\$63.00	\$12.60	\$105.00	\$21.00		
Blain		\$4.20	\$42.00	\$8.40	\$63.00	\$12.60	\$105.00	\$21.00		
Crofoot		\$3.15	\$31.50	\$6.30	\$47.25	\$9.45	\$78.75	\$15.75		
Kuenzel		\$10.00	\$100.00	\$20.00	\$150.00	\$30.00	\$250.00	\$50.00		
Lobby Space		\$4.20	\$42.00	\$8.40	\$63.00	\$12.60	\$105.00	\$21.00		
Michigan		\$3.15	\$31.50	\$6.30	\$47.25	\$9.45	\$78.75	\$15.75		
Opera Lounge		\$3.15	\$31.50	\$6.30	\$47.25	\$9.45	\$78.75	\$15.75		



# Policy and Procedure Summary

- Fee policies vary widely for each school, however most are designed to prevent non-university users from using a facility for free.
- All Student Organizations and Departments pay a facility fee if the event/meeting charges admission or sells products/services. There are no waivers for events that have “recruitment value.”
- All schools use the same affiliation categories
  - Student Organizations
  - University Departments
  - Public / Non-University
- Schools determine a priority order for scheduling, with Student Orgs first, then Departments, and non-University last.
  - Some schools designate priority events that supersede standard protocols.
  - Some schools limit the number of events that may be booked per org/group.
- All Student Organizations and Departments are required to pay facility fees through University account.
- Schools who are attempting to attract new clients (both on and off campus) typically:
  - Implement a single point of contact between client and University,
  - Develop online scheduling options,
  - Attempt to consolidate billing.
- Schools who have a variety of venues beyond standard ballrooms and meeting rooms typically market and rent those outside the Student Union department.



# Off-Campus Market

## Swiftel Center



	Capacity	Square Footage	Rental Rates/Day*
Arena	1,413-3,333	30,000	\$1,200 (\$800 for Non Profits)
Daktronics Banquet Room	264-755	6,800	\$600 (\$450 for Non Profits)
Daktronics A	174-433	3,900	\$400 (\$300 for Non Profits)
Daktronics B	120-322	2,900	\$300 (\$200 for Non Profits)
Concourse	168-444	4,002	\$400 (\$300 for Non Profits)
County C	78-155	1,845	\$300**
County D	114-222	2,928	\$400**
County Rooms Combined	192-377	4,773	\$600**
Mezzanine Conference Room	14	300	-
County Conference Room 1	25	600	-
County Conference Room 2	20	400	-

\*Plus \$15/hour Event Manager

\*\*No alcohol in these rooms



# Off-Campus Market

## Shamrock Banquet Hall



Capacity	Rooms	Square Footage	Rental Rates
1,100	3	16,200	\$600*

*\*Based on a weekend event, including set up and teardown.*

## Old Sanctuary Reception, Lecture, and Banquet Hall



Capacity	Rooms	Rental Rates
425	2	Subject to negotiation



# Off-Campus Market

## Days Inn of Brookings



	Capacity	Square Footage	Weekday Rental Rates (Sunday-Thursday)	Weekend Rental Rates (Friday-Saturday)
Entire Space	650	5,400	\$300*	-
Single Room	217	1,800	\$75**	\$300**

*\*All day*

## Staurolite Inn & Suites



Capacity	Rooms	Square Footage	Weekday Rental Rates (Sunday-Thursday)	Weekend Rental Rates (Friday-Saturday)
300	3	N/A	\$250-\$300*	\$350*

*\*Includes set up, clean up, tables, chairs and dishware.*



# Preliminary Recommendations

- **Policy Considerations**
  - Determine clear reservation priorities for each user group.
  - Mandate that all Student Organizations and University Departments pay through University-held account.
  - Mandate that all meeting/events that charge admission pay some form of facility fee.
- **Procedural Considerations**
  - Establish single point of contact for reservations, setting up a clear line of responsibility.
  - Develop online reservation system (could be for University-users only).
  - Develop online approval process (SAARF-online).
  - Attempt to consolidate billing, especially for off-campus users.
- **Facility Considerations**
  - Streamline parking reservations, assist users with reservations, and charge appropriate fee.
  - Provide more mid-size meeting rooms (80-200 person capacity).
- **Other Considerations**
  - Develop a dedicated management structure for Performing Arts Center (PAC).
  - Develop partnership with Chamber of Commerce / Visitor's Bureau.
  - Continue to review alcohol policy.





# Questions?

*Campus Meeting and Event  
Facilities:*

*Strategies for Improved Policies,  
Procedures and Revenue Generation*

*June 21, 2011*



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