

Unique Venues
18766 John J. Williams Highway, STE 4, #327
Rehoboth Beach, DE 19971
Tel 814.254.1310
www.uniquevenues.com

UNIVERSITY OF KANSAS

APRIL 2022

*A comprehensive business plan for Jayhawk Community Partners at the
University of Kansas*

TABLE OF CONTENTS

Contents

Project Summary	1
Executive Summary	3
Vision	15
Operational Recommendations	22
Staffing Requirements	22
Jayhawk Hospitality	27
Sales Action Plan	41
Financial Analysis	53
Overview	53
Housing Rates	54
Meal Rates	60
Rental Rates	62
Audio-visual Rates	67
Revenue Potential – University of Kansas	68
Summary	72
Consult Team	Error! Bookmark not defined.
Company Information	74
Appendix A: Sales Action Plan Details	75
Appendix B: Sales Action Plan Breakdown by Event Type	106
Appendix C: Housing Rates Comparison - 2021	107
Appendix D: Schedule of Meetings	112

Project Summary

Unique Venues was engaged as a consultant to the University of Kansas, specifically Jayhawk Community Partners, to develop a comprehensive Business Plan designed to provide the infrastructure to operate, market, and sell available spaces on campus, especially during the summer conference season.

The Business Plan follows established traditional business plan outlines, including the following:

- Vision
- Strategic Recommendations
- Staffing Plan
- Sales Action Plan
- Financial Analysis

To provide an exceptional, detailed plan, Unique Venues did the following:

- Assessed all proposed facilities and facility enhancement plans, reviewed financial reports and operational processes, evaluated existing staffing structures, marketing efforts, and software systems, and prepared related recommendations.
- Developed a Sales Action Plan that shows the potential of increased booking opportunities and market segment spread, resulting in additional revenue generation for KU.
- Compared pricing at KU with national benchmarks.

The development of this business plan included the following steps:

- Pre-consultation conference calls were conducted among the consulting team and with the contracting team from KU. During these calls, the direction for the onsite meeting was set.

KU – JAYHAWK COMMUNITY PARTNERS

- The consulting team spent two days on site at the University of Kansas and conducted interviews with a wide variety of stakeholders. On arrival day, the consultant team was given a tour of the Edwards Campus. The first day on the Lawrence Campus included a campus tour and meetings with the Unions, Dining, Edwards Event Staff, the Alumni Association, Athletics, Event Management & Protocol, and Explore Lawrence. The second day included meetings with the Chancellor, Provost, and Chief Financial Officer, as well as the Registrar, Admissions, Housing, Campus IT, Recreation Services, Operations, Public Affairs, Marketing, Financial Services, and Jayhawk Community Partners. A full agenda for the visit can be found in Appendix D.
- The consulting team shared notes across all team members, with the goal of finding areas of similar perceptions and those areas that may have conflicting perceptions.

Executive Summary

Over the past 22 months, the pandemic has taken a significant toll on higher education, impacting budgets, enrollments, space utilization, and daily foot traffic. These challenges have spurred senior leadership at many institutions to search for new ways to achieve institutional growth in the form of both new revenue generating activities and increased institutional exposure to more prospective students and student influencers. The University of Kansas (KU) faces these same challenges and has identified the opportunity to pursue a growth strategy for meetings and events as one way to address them. Executing a growth strategy for meetings and events at KU can help to achieve four important goals, aligned with the KU Strategic Plan, “Jayhawks Rising”:

- **Create additional revenue for campus service providers and the institution.**
Healthy and Vibrant Communities: Ensure Stewardship of the Institution
- **Support efforts to attract new students to KU.**
Student Success: Increase Enrollment and Healthy and Vibrant Communities: Improve Diversity, Equity, Inclusion, and Belonging
- **Have a positive impact on the surrounding community.**
Healthy and Vibrant Communities: Strengthen Service to Local and Global Communities
- **Provide a high degree of quality service to clients, both internal and external.**

There is significant capacity across the housing, dining, and meeting facilities to absorb significant levels of new business and provide a more robust summer experience to visitors and guests. Facilities across the university are of high-quality and are suitable for a wide range of meetings and events and the mix of facilities, outdoor spaces, and affordable rates, is ideal for many different groups. The Lawrence Campus is less than an hour from Kansas City and less than 30 minutes from the state capitol in Topeka, affording access to a wide range of corporate, association, and governmental entities and internal events built and managed by KU. The Edwards Campus, already successful with hundreds of meetings and events per year, is situated in a suburb of Kansas City and is ideal for local corporate and association clients looking for a premium conference center environment. With no significant competition across the western edge of the Midwest,

KU has the potential to establish itself as a major destination for rotating meetings and events.

Additionally, the local convention and visitor's bureau, Explore Lawrence, has agreed to the implementation of a one-stop shop approach and a formal partnership to grow the number of meetings and events each year. The City of Lawrence will benefit directly from an increase in the number of annual meetings and events on campus as attendees may spend money in local hotels, restaurants, grocery and gas stations, and attractions as a part of their visit to Lawrence. There have been opportunities in the past to partner with Explore Lawrence to book groups that are larger than the typical hotel and meeting spaces in Lawrence can accommodate, or as part of a city-wide event where attendees are staying both on and off campus. Without an established partnership between Explore Lawrence and KU, these opportunities have slipped away.

To seize this opportunity and grow the number of annual meetings and events held at both campuses, KU must do five primary things:

- 1. Activate a one-stop shop approach to targeting, attracting, booking, and servicing meetings and events on behalf of all service providers on campus.**

Creating a one-stop shop must be the top priority for KU. A one-stop shop is the primary unit for all marketing and outreach, intake, booking, contracting, and invoicing for meeting planners and clients of a meetings and events program. It is an expectation of planners and clients that they have one contact at an institution, one contract for services, and one invoice to be paid at the end of an event. With no central website specifically for the intake of all external meetings and events at the Lawrence Campus, and with limited information about services currently available, planners and individuals are likely unaware of the options available to them. When events are booked, planners and clients are usually required to have multiple contacts, multiple contracts for services, and to pay multiple invoices at the end of an event. (The exception to this are events managed by Lifelong and Professional Education (LPE), which can provide full event consultation, planning, marketing, and implementation services for internal and external clients. While LPE used to have multiple clients for which they only provided basic implementation services for the coordination of housing, food service, and

meeting rooms, budget cuts and recissions over the past decade have made it difficult for them to offer only basic implementation services to clients at this point.) Given the lack of an easily identifiable one-stop shop office at KU, many planners will not even consider KU as a viable location for their camps, conferences, meetings, and events, choosing competitors instead.

Creating a one-stop shop does not mean that other service units, such as Housing, the Union, and Lifelong and Professional Education, need to be reorganized or realigned within the unit responsible for management. It simply means the unit charged with onboarding external clients to the university works in partnership and conjunction with those other units to provide one-stop shop service on a client's behalf. This service can be extended to internal clients, as well, who may be unfamiliar with how to plan and execute a camp, conference, meeting, or event at KU but have been tasked with doing so.

Activating a one-stop shop approach to meetings and events is only the first step. To support a growth strategy, remove existing campus barriers, and execute the vision of a one-stop shop and a centralized approach to serving clients, KU needs to do the following:

- **Develop a one-stop shop approach to meetings and events through the creation of a central Jayhawk Hospitality office on the Lawrence Campus that reports to Jayhawk Community Partners.** Creating a new unit to manage the one-stop shop approach to meetings and events will require a significant institutional investment, more than simply leveraging an existing infrastructure in a service unit such as Housing, Lifelong and Professional Education, or the KU Memorial Union. However, the consultant team believes that the Jayhawk Hospitality unit should be established within Jayhawk Community Partners and report to the Executive Director for three reasons:
 - Jayhawk Community Partners (JCP) is responsible for establishing partnerships with businesses, organizations, and individuals who have an affinity for or interest in the KU brand. Each partnership offers an opportunity to integrate the partner with the quintessential KU experience and deliver a return on the partner's specific objectives. Implementing a growth strategy to attract

businesses, organizations, and individuals who are looking to host meetings and events to KU, delivering a high-quality, immersive KU experience, and using the campus' unique facilities, services, educational resources, technology, and talent to achieve the group's objectives is a natural fit for the stated mission of JCP.

- The work done by JCP to attract partnerships can, and should, have an impact on the ability to identify and book more meetings and events across the KU system. Similarly, hosting more meetings and events on campus can, and should, lead to larger partnerships in education, research, athletics, and community support.
- Housing, Athletics, Lifelong and Professional Education, and the Union all acknowledged that they are well positioned to manage more meetings and events, especially during the summer months, but have been challenged by a lack of central support to eliminate existing barriers and solve systemic challenges to pursue a growth strategy. As a direct report to the Chief Financial Officer and with a specific charge from the Chancellor, JCP is the ideal unit to bring campus units together, identify solutions, and drive changes that make it easier to attract, book, service, and retain meetings and events and drive new net revenue for campus, including the various campus providers involved in service delivery.
- **Require that all spaces at KU be available for booking on a rolling three-year calendar and develop a space prioritization system for reserving space at the start of each rolling reservation period.** It is standard industry practice for collegiate conference and event venues to book space at least three years out; five years is ideal. The activities in the Sales Action Plan will attract larger groups to KU on a consistent basis, many of whom will be booking two-to-three years in advance. This means that classrooms, residence halls, dining facilities, athletic spaces, and other specialty meeting facilities need to be reservable up to three years in advance of the meeting or event date. Creating a three-year calendar does not eliminate the ability to prioritize the groups and activities that have the first opportunity to reserve spaces, based on institutional priorities. It simply means that all groups and activities need to plan three years out and reserve space appropriately (without over-reserving

space as a protection against poor planning). A campus-wide task force of service providers and key clients should be created and charged with the task of completely revising the booking process and establishing a priority system for who can book space, and during what windows of availability. Once established, KU will need to go through an exercise to populate the next three years of reservations for all known meetings and events, and then follow the process in future cycles as the calendar is opened and reservations are taken for successive years.

- **Secure an electronic software platform for the management of camps, conferences, meetings, and events by the one-stop shop.** Currently, information pertaining to the details of events at KU are housed across multiple software systems, including 25 Live, EMS, Preava, RMS Mercury, Maximo, and numerous homegrown solutions, Outlook calendars, and Excel spreadsheets. With important details about an event spread across systems, it is impossible to have an accurate picture of what events are occurring at any given time, and extremely difficult to communicate needs to service providers in a clear and timely fashion. Identifying and securing a platform where all information about events can be stored, tracked, and communicated to service provider is a critical need for the successful implementation of the one-stop shop.

2. Implement a business model for funding the one-stop shop and providing some measure of financial return centrally for reinvestment into other institutional priorities and goals.

In conversations with the Chief Financial Officer, the university expects to adopt a strategy where new net annual revenue is shared between central administration and the various service providers, after base costs are covered. Base costs will be established through a cost accounting exercise and adjusted as needed on an annual basis. In this way, all service providers and cost centers are incentivized to operate as efficiently as possible to achieve the highest possible margin and generate new net revenue beyond base costs.

The efficient management of expenses should be an initial point of emphasis for Jayhawk Hospitality, with the support of senior leadership, and aligns with the

operational goals noted above. This includes scheduling facilities efficiently to minimize labor costs, communicating effectively with facilities personnel to reduce utility usage where possible, eliminating duplication of services across the Lawrence Campus among the service units, utilizing student employees and interns whenever possible to save on salaries and fringe benefits, and targeting larger profile groups where the economy of scale of planning any meeting or event generates a much higher return on any investments into the planning and execution of that event. Expenses should be closely tracked during FY 2023 to establish an initial margin for Jayhawk Hospitality, with work then done to identify areas of inefficiency where improvements can be made.

3. Realign pricing for services with national benchmark rates.

When compared to national industry benchmarks, the pricing for housing, traditional dining, and most meeting space types is well below the national averages:

- Housing rates at KU are anywhere between 19.4% and 42.44% below average rates for external groups in a standard, double-occupancy room. Single room rates are even further below the national average.
- Traditional dining rates are 32.7% below average for breakfast, 21.0% below average for lunch, and 30.5% below average for dinner.
- Meeting room rates for traditional classrooms and auditoriums are anywhere from 57.9% to 86.8% below the national average. Meeting room rates in the KU Memorial Union for Ballrooms and flexible Meeting Rooms are much more in line with the benchmarked averages.

Pricing for these services should be increased immediately, to as close to the national averages as possible. It may be necessary to implement a pricing increase with existing clients using a phased approach to give the client time to plan, but all new business booked should be contracted at the new rates.

4. Promote campus as a destination for camps, conferences, and events.

Included in the full report is a detailed Sales Action Plan. This plan contains a list of recommendations designed to introduce the university as a premier meeting and event site, produce new net revenue, and set the state for future growth. It focuses on securing new external business as well as business from the internal campus community. General marketing and outreach strategies are provided for building awareness through things like the website, social media channels, print collateral, etc., along with specific action items for all relevant target markets including Association, Corporate, SMERF (Social, Military, Educational, Religious, Fraternal), Youth, Government, and internally developed camps, conferences, programs, meetings, and events. With each activity, relevant costs to implement are provided, with an expected return on investment.

Based on its review of facilities and services, the consultant team believes that the following demographics represent the primary and secondary markets at KU:

- Primary Market:
 - Professional association conferences and events
 - Academic program summer experiences for youth and adults, including those built and operated by KU departments or individual faculty
 - Religious gatherings and retreats for youth and adults
 - Governmental trainings and retreats
 - Corporate day meetings and events
- Secondary Market:
 - Youth sports camps (due to existing levels of sports camp activity)
 - Life and other social events
 - Community events
 - Cultural and ethnic events and celebrations

All activities in the Sales Action Plan are prioritized and sequenced to build a foundation for effective marketing and outreach and establish a robust pipeline of leads and bookings for the university. In addition to general activities in year one, such as building a client-focused website and creating digital collateral to share with prospective clients, many of the targeted activities are focused on data

harvesting from a wide range of sources provided in the plan. Because KU has conducted very little external outreach around meetings and events in the past, it is critical to build a database of prospective clients in each of the targeted markets and track contacts, responses, and conversion rates in a Customer Relations Management system. The activities in years two and three build upon this foundation of contacts (while continuing to add to it) by aggressively targeting leads with the highest potential of conversion and expanding awareness of KU as a destination for meetings and events as widely as possible.

It is important to note that many of the activities in the Sales Action Plan will be accomplished at the request of, and in partnership with, Explore Lawrence. This may include:

- Cross-linked promotions between the KU Jayhawk Hospitality website and the Explore Lawrence Website
- Combined sales calls to target markets
- Participation in ASAE, MPI, and SHRM events
- FAM Tours

To effectively implement the Sales Action Plan, **the consultant team recommends that a dedicated Marketing & Sales Manager be hired immediately**, along with the Director for Jayhawk Hospitality, to begin working on the initiatives described in the plan. For example, a dedicated staff member needs to be in place to run 2.1.2 campaigns for many of the target markets. A 2.1.2 campaign is an outreach method that is geared toward increasing the number of qualified leads coming into an organization. Using a message that is customized for the audience, two e-mail blasts, one direct mail piece, and two follow-up phone campaigns are conducted to qualify the prospects generated. This is just one example of the types of activities required to effectively promote campus as a destination for meetings and events. Implementation of the Sales Action Plan provided in this report must begin immediately and remain a priority for KU and the Jayhawk Hospitality team. Doing so will not only increase bookings; it will raise brand awareness of KU in the region and beyond, which can have a significant impact on traditional enrollments and other business and research opportunities. It will take 6-9 months of full-time efforts by the Sales & Marketing

Manager to activate the Sales Action Plan and begin attracting new clients to campus, many of whom may not arrive for 2-3 years. The sooner the plan can be activated, the faster the results in the pro forma can be achieved.

5. Provide a clear, top-down vision and address communication challenges.

To be prepared for an influx of new clients and activities, and greater utilization of the facilities and services across both campuses, a few internal challenges need to be addressed and resolved, with specific support from senior leadership:

- A complete group of service providers needs to be established that meets regularly to review meetings and events activities and resolves issues effectively. This group should meet monthly during the academic year and weekly from May 1 to August 1, with the agenda set by Jayhawk Hospitality. At each meeting, the operations and logistics of upcoming meetings and events are reviewed, ensuring that all necessary stakeholders are informed.
- Currently, most information about meetings and events is being communicated to clients and service providers via email and paper documents. As the number of meetings and events increases at KU, it will be necessary to implement an electronic system that stores and provides real-time access to information for all service providers involved in service delivery. As noted above, identifying and securing a software platform to replace the email and paper documents is a high priority. An institutional investment into the selected software system will be required.
- Using the software system identified, a standard event agenda should be developed for use with each camp, conference, event, and program at KU. This event agenda ensures that all necessary information is provided to campus stakeholders in a consistent format well in advance of an event. The event agendas would be reviewed during the review meetings noted above.

Addressing all five of the above items will eliminate historical challenges, lay the foundation for growth and meetings and events, and drive additional net revenue for the university, across all services such as housing, dining, audio-visual, meeting rooms, athletic facilities, and parking. KU is currently primed to accommodate additional

KU – JAYHAWK COMMUNITY PARTNERS

demand for camps, conferences, meetings, and events; the occupancy rate during Summer 2019 was estimated at less than 10% of total available capacity across a 10-week summer conference season. The national average for conference and events programs is 34%. Given the quality of housing, dining, meeting, and recreational facilities at KU, and its lack of regional competition, the goal should be to exceed the national average by 5-10% for a total occupancy rate of 40% or more. Staff also reported good windows of availability across the entire calendar year in specialty meeting spaces. Activities in the Sales Action Plan, while focused on the summer season, can be expected to drive additional business across the entire year.

The following revenue potential from the financial analysis included in the business plan shows the potential for revenue growth based on the activities described in the Sales Action Plan and a pricing increase on housing, food service, and meeting room rates to align with national benchmarks:

	FY 2022-2023	FY 2023-2024	FY 2024-2025
Revenues			
Housing	796,700	1,140,100	1,924,300
Food Service	708,200	1,013,400	1,710,500
Meeting Space - Lawrence	177,000	253,300	427,600
Meeting Space - Edwards	288,600	464,100	805,900
Other	88,500	126,600	213,800
Total Revenues	2,059,200	2,997,800	5,082,200

While gross revenues show modest growth in FY 2023 and FY 2024, growth accelerates significantly in FY 2025 as all the activities in the Sales Action Plan are implemented, and as groups that have booked 2-3 years out are realized on campus. Provided that investments into marketing and outreach remain at consistent levels, the revenue growth will continue in successive years, with an estimate of potential gross revenues at \$7.5 million in FY 2026 and \$10 million in FY 2027.

It is important to note that these are conservative revenue estimates based on the addition of 75 overnight groups and 150 single-day events on the Lawrence Campus, and 190 single-day events on Edwards Campus, annually, by FY 2025, with no group assumed to be larger than 150. Booking a single group of 1,000 people for three nights on the

Lawrence Campus, which is certainly achievable (if not expected, based on the activities of the Sales Action Plan) would generate an estimated \$250,000 in gross revenues, far exceeding any individual estimate in the Sales Action Plan.

These numbers are impressive as gross revenue estimates; however, the more important number would be the net revenue to KU after expenses. Without reliable data, the consultant team is unable to provide a concrete estimate of the potential net revenue available each fiscal year. However, industry data indicates that a successful collegiate meetings and events program can expect to generate a margin of between 20%-50% based on how well the program is able to scale to accommodate large numbers of attendees, and how efficiently the program is able to execute a large volume of meetings and events. Using a 20% margin on the \$5.1 million in gross revenue in FY 2025 yields a net of \$1 million to KU, while a 50% margin yields more than \$2.5 million. In conversations with the Chief Financial Officer, the university expects to adopt a strategy where new net annual revenue is shared between central administration and the various service providers, after base costs are covered. Base costs will be established through a cost accounting exercise and adjusted as needed on an annual basis. In this way, all service providers and cost centers are incentivized to operate as efficiently as possible to achieve the highest possible margin and generate new net revenue beyond base costs.

The efficient management of expenses should be an initial point of emphasis for Jayhawk Hospitality, with the support of senior leadership. This includes scheduling facilities efficiently to minimize labor costs, communicating effectively with facilities personnel to reduce utility usage where possible, eliminating duplication of services across the Lawrence Campus among the service units, utilizing student employees and interns whenever possible to save on salaries and fringe benefits, and targeting larger profile groups where the economy of scale of planning any meeting or event generates a much higher return on any investments into the planning and execution of that event. Expenses should be closely tracked during FY 2023 to establish an initial margin for Jayhawk Hospitality, with work then done to identify areas of inefficiency where improvements can be made.

Some of the most successful programs in the collegiate conferencing industry include Yale University, with \$22 million in annual gross revenues, University of Maryland, College Park, at \$16 million in annual gross revenues, and Purdue University, at more

than \$12 million in annual gross revenues. While they all have a competitive advantage over other collegiate conferencing programs, such as reputation, geographic location, or housing capacity, they all went through a similar process to establish a one-stop shop, eliminate campus barriers, and invest into marketing and outreach activities on a year-round basis. While it will take several years for KU to achieve the kind of success these programs have, it is certainly achievable.

In summary, KU is positioned for immediate success, with the right strategic investments and institutional support for a clearly defined vision. The details of these investments and the needed support are included in the full business plan.

Vision

The University of Kansas (KU), located in Lawrence, Kansas, is the flagship public university for the State, with the Edwards satellite campus in Overland Park, and three medical branches in Kansas City, Wichita, and Salina. Recognized as a top public institution by US News & World Report, the university is a Research 1 institution and member of the Association of American Universities. Established in 1865, the university serves more than 28,500 undergraduate, graduate, and medical students in more than 400 unique degree and certificate programs. Each year, the university hosts a small contingent of camps, conference, and events on the Lawrence Campus during the summer months, and more than 800 meetings and events at the Conference Center on the Edwards Campus that provide an authentic KU experience to participants of all ages, allowing them to engage with the university and gain an appreciation for the quality of its academics, facilities, and services. As the university emerges from the pandemic, there is a strong desire by leadership to increase revenue and maximize the utilization of space across the system, with an increase in the number of annual meetings as a focus for driving both goals.

KU has two distinct experiences to offer meeting planners and guests:

- The Lawrence campus offers the traditional residential conference experience with housing, dining, meeting, and recreational facilities that are underutilized during the summer months, as well as exceptional day meeting experiences for educational and social meetings and events. The campus is welcoming, architecturally and visually attractive, well-maintained, offers a wide variety of space for nearly any event, organized geographically into districts, and has great potential to host more camps, conferences, meetings, and events.
- The Edwards campus is located in the suburbs of Kansas City and offers a dedicated conference center and professional, yet economical day meeting experiences for non-profits, associations, corporations, governmental agencies, and internal KU programs. With a dedicated conference team, flexible meeting space options, world-class technology, and daily availability, any type of meeting or event can be accommodated at the Edwards Campus.

The existing management structure for hosting meetings and events at the Lawrence Campus is extremely decentralized. A meeting planner must typically navigate multiple departments in the process of setting up an event and is usually unable to contract for an event until 3-6 months beforehand. Some of this is driven by campus policy and process, some of it is driven by historical practice, and some of it is driven by the lack of a university mandate to provide a higher level of service to clients. Internal clients, while often frustrated by these challenges, are able over time to learn the best way to navigate the system and coordinate their event. External clients, if they can even determine where to start as there is no central event coordination website and multiple contacts for both campuses, are likely quickly frustrated by their experience and choose another location. It should be no surprise, then, that most groups each summer are returning groups, with almost all of them coordinated by internal clients or partners, and growth of meetings and events is stagnant. It should also be no surprise, then, that the generation of revenues through meetings and events is well below national averages for colleges and universities.

To change the trajectory of the number of meetings and events it hosts annually, expose more potential students and influencers to KU, and translate that into new net revenues for the institution, KU must centralize management of meetings and events on the Lawrence Campus¹ by creating a one-stop shop for meeting planners and individuals looking for venues to host their programs and activities. In the meetings and events industry, a one-stop shop is defined as a service entity that has **one contact** a meeting planner works with for all their event arrangements, **one contract** that covers the full costs, guarantees, and legal expectations for the event, and **one invoice** to pay at the conclusion of an event. A professional meeting planner will never navigate the existing processes at KU to bring a meeting or event to campus, especially given the lack of information about those services across its websites. However, if one centrally managed office can navigate the existing processes on a meeting planner's behalf, as is accomplished on many colleges and universities, it opens the door on any number of adult and youth programs across multiple market segments to be held at KU, benefitting

¹ The Edwards Campus currently operates as a one-stop shop for meeting planners and individuals, and has clear information and an intake form on its website to promote the availability of facilities and services to external constituencies.

all service providers involved in the execution of camps and conferences, exposing more individuals to the KU campuses, and driving new net revenue for the institution.

In doing so, the university must change its basic mindset on how meetings and events are brought into the KU community, and how they are serviced while on campus. Once established, the goal of a one-stop shop should be to grow the number of annual meetings and events held at KU, maximize space utilization across both campuses, and increase the overall net revenues to the university – revenues that can support other mission-critical initiatives. Making this type of transition and changing a campus culture is never easy. Staff can be resistant to change, campus stakeholders must learn new processes, and communication protocols must change. In some cases, historical practices are disbanded, and new expectations are established. All of this results in a small period of turmoil while everything is realigned and positioned for long-term success. However, doing so will allow a new, one-stop shop Conferences & Events program to achieve significant goals on behalf of the university, in alignment with its objectives, as noted in the KU Strategic Plan, “Jayhawks Rising”:

Be a catalyst for additional revenue generation for service providers.

In good times, there is always a need for universities to generate additional revenue. Emerging from a pandemic, this need is more critical than ever. KU has a tremendous inventory of facilities and services available to host meetings and events but has historically made no effort to advertise the availability of its housing, food service, and meeting spaces to external clients. There are tens of thousands of meetings and events that meet on college and university campuses every summer contributing billions of dollars in revenue to those institutions and in economic impact to their surrounding communities. With strategic investments into marketing and outreach, and with a one-stop shop conference and events office that can onboard clients, navigate the university processes on their behalf, and deliver a high-quality experience to guests, the potential to double or triple annual revenues from meetings and events is achievable.

This goal aligns with objective five of the institutional priority, Healthy and Vibrant Communities: **Ensure Stewardship of the Institution**. As noted in the summary, “Having predictable revenue streams ensures university leaders can plan for future success.” Implementing a growth strategy for meetings and events

and attracting external groups to the KU campuses will create new net revenue for the service providers, drive additional Administrative Overhead for the institution, and provide the resources necessary for reinvestment into facilities and services without relying on central dollars or increasing fees charged to students.

Support efforts to attract new students to KU.

KU is facing the same enrollment challenges that many colleges and universities are facing today. Enrollment of first-year students is increasingly competitive, and with the number of enrolling high school seniors across the country expected to continue to decline this decade, competition for students will only intensify. Creating a one-stop shop Conferences & Events program and initiating marketing and outreach activities to attract new events to the university can assist with attracting new prospective students to the campuses – students who are academically talented, inquisitive, demonstrate the qualities of leadership and the desire to tackle the challenges facing society, and are representative of a rich, diverse global community. Any individual that sets foot on campus has the potential to be a future student or the influencer of a student making a college choice. Additionally, the curation of specific programs that support and nurture relationships with the types of students KU would like to enroll can also contribute to moving the needle on specific enrollment and retention goals.

This goal aligns with two of the objectives in Jayhawks Rising. The first is objective one of the institutional priority Student Success: **Increase Enrollment**. The summary for this objective states that KU, “...aim(s) to expand our diverse community of ambitious and talented students...expand(ing) the reach of KU programming to connect to Jayhawks near and far...” The second is objective two of the institutional priority Healthy and Vibrant Communities: **Improve Diversity, Equity, Inclusion, and Belonging**. Within the description of the URM Student Enrollment metric, it asserts that KU, “...work(s) to offer programs that make the transition to university life smoother, as well as offer guidance and resources that support their overall success as students at the University of Kansas.”

Exposing middle-school and high school students to the campuses through camps and conferences has a measurable impact on those students’ likelihood to consider, apply, and matriculate at KU. While no formal research or studies have

been done, anecdotal information from dozens of college and university campuses visited by the consultant team has indicated that when Admissions offices or Housing programs ask matriculated students if they attended a camp or conference prior to application, many students have attended at least one. When also asked if attending the camp or conference influenced their decision to apply, a significant number of students indicated that it greatly or somewhat influenced their decision to apply to the institution. Building up the pipeline of prospective students can help KU remain highly competitive in recruitment and attract the types of students it desires.

Additionally, research within student affairs has shown that students who spend at least once semester living in the residence halls or who are engaged in one extracurricular activity such as a club, intramural team, or leadership position, or employed in a student job during their first year are more likely to connect with the institution and tend to persist at higher rates, maintain higher GPAs, and graduate in higher numbers. By attending a camp, conference, or event at KU prior to enrollment, this connection to the institution has already been initiated and further first-year experiences only serve to deepen that connection and increase the likelihood of success.

Have a positive impact on the surrounding communities.

For some in the nearby communities, KU may be an island that they pass by or drive through without ever understanding the value the university brings or feeling connected to its mission and purpose. Growing the number of meetings and events, in a way that aligns with the overall mission of the institution, affords KU the opportunity to engage the community to a higher degree, increase awareness of its core values and stated mission, serve the community by using its facilities and services and connection to talent, and increase the economic impact within the surrounding communities.

This goal aligns with objective one of the institutional priority, Healthy and Vibrant Communities: **Strengthen Service to Local and Global Communities.** Within the description of the metric for Kansans Served by Non-Credit Programming, KU indicates a desire for the “...citizens of Kansas to engage in life-long learning that will help build leadership skills and provide opportunities that

may not be available in other areas or organizations.” Through developing its own educational, cultural, and leadership programs or by attracting regional, national, and international meetings and events, the university can fulfill this desire for members of the local communities and foster a deeper understanding of the university’s role in supporting community education and growth.

Additionally, the local convention and visitor’s bureau, Explore Lawrence, has agreed to the implementation of a one-stop shop approach at KU and a formal partnership to grow the number of meetings and events occurring on campus each year. The City of Lawrence will benefit directly from an increase in the number of annual meetings and events on campus as attendees may spend money in local hotels, restaurants, grocery and gas stations, and attractions as a part of their visit to Lawrence. There have been opportunities in the past to partner with Explore Lawrence to book groups that are larger than the typical hotel and meeting spaces in Lawrence can accommodate, or as part of a city-wide event where attendees are staying both on and off campus. Without a single contact at the university to coordinate with Explore Lawrence, these opportunities have slipped away.

Provide a high degree of quality service to clients, both internal and external.

Planning and executing a camp or conference at KU is currently very challenging, even for internal clients who are familiar with the campus bureaucracy and processes. External groups have almost no chance. Creating a one-stop shop Conferences & Events program and establishing an entry portal for external clients and those internal clients that wish to be supported in their planning and logistical efforts will address inconsistent messaging to clients, ensure an adherence to brand, and make it easier for clients, service providers, and internal stakeholders to book, plan, execute, and assess the quality of the meetings and events at KU. While not directly tied to a strategic objective in Jayhawks rising, the theme of providing high-quality service to both internal and external communities runs throughout.

There are significant barriers to achieving these goals, which are addressed in the remainder of this report. However, if the institution can make the commitment to

eliminate or mitigate these barriers and create a campus culture focused on attracting and servicing external meetings and events and making it easier for internal programs to develop and execute their own, the opportunity to achieve all goals is within reach.

Operational Recommendations

STAFFING REQUIREMENTS

Before presenting an organizational model for the management of meetings and events at KU, there are two overarching structural issues that need to be addressed: how to represent the new management structure and where it should report within the KU community.

Across the industry, there is no standard nomenclature for the unit tasked with managing meetings and events on a university campus. Common identities include “Conference Services”, “Events and Hospitality”, “Event Services”, “Camps and Conferences”, and “University Events”, to name just a few. The consultant team recommends adopting “Jayhawk Hospitality” at the University of Kansas as it encompasses both overnight and day-only meetings and events and clearly communicates the functional purpose of the unit. For the purposes of this report, any reference to Jayhawk Hospitality will relate to the organizational staffing structure presented in this section.

Similarly, there is no standard reporting line for a meetings and events unit across the industry. The consultant team has seen this unit report within Business and Financial lines, Auxiliary and Operational lines, Student Affairs, Facilities Management, and even the President or Provost’s office. Multiple units at KU currently have a piece of meetings and events management, including Housing, Athletics, Lifelong and Professional Education (LPE) and the KU Memorial Union. LPE may offer the most sophisticated infrastructure to meet the challenge of a growth strategy for meetings and events with existing staff in their Conferences unit, having previously filled a more significant role in the identification, booking, and management of meetings and events at KU. (That role has diminished over time due to internal budget cuts and, most recently, the impact of the pandemic.) However, the consultant team believes that the Jayhawk Hospitality unit should be established within Jayhawk Community Partners and report to the Executive Director for three reasons:

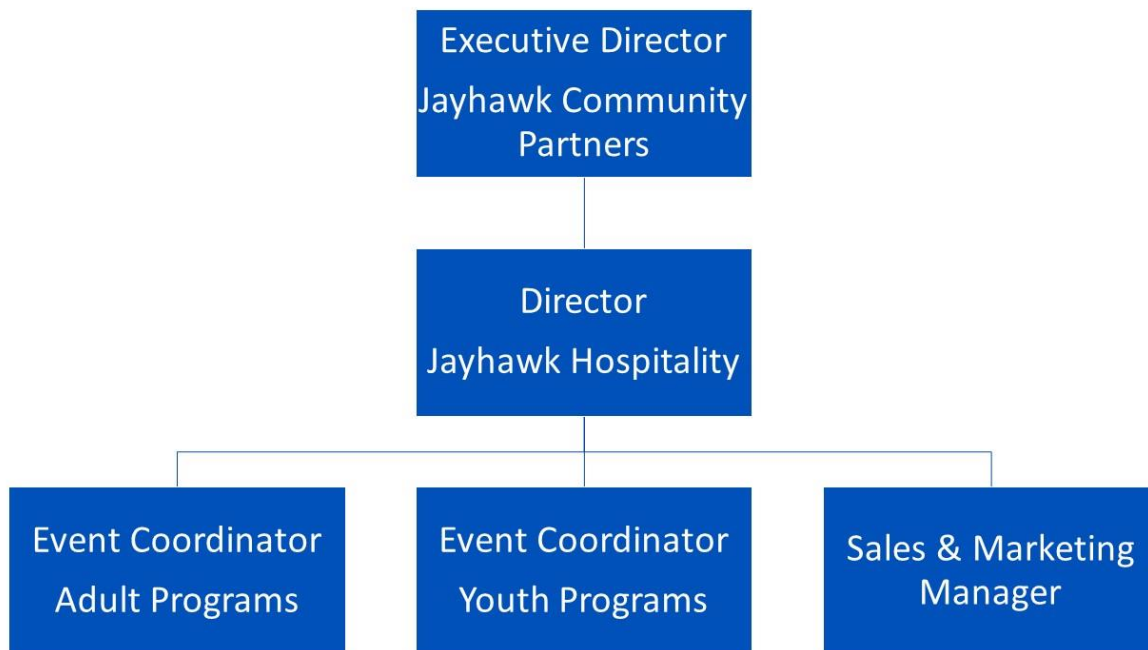
- Jayhawk Community Partners (JCP) is responsible for establishing partnerships with businesses, organizations, and individuals who have an affinity for or interest in the KU brand. Each partnership offers an opportunity to integrate the partner with the quintessential KU experience and deliver a return on the partner’s

specific objectives. Implementing a growth strategy to attract businesses, organizations, and individuals who are looking to host meetings and events to KU, delivering a high-quality, immersive KU experience, and using the campus' unique facilities, services, educational resources, technology, and talent to achieve the group's objectives is a natural fit for the stated mission of JCP.

- The work done by JCP to attract partnerships can, and should, have an impact on the ability to identify and book more meetings and events across the KU system. Similarly, hosting more meetings and events on campus can, and should, lead to larger partnerships in education, research, athletics, and community support.
- Housing, Athletics, LPE, and the Union all acknowledged that they are well positioned to manage more meetings and events, especially during the summer months, but have been challenged by a lack of central support to eliminate existing barriers and solve systemic challenges to pursue a growth strategy. As a direct report to the Chief Financial Officer and with a specific charge from the Chancellor, JCP is the ideal unit to bring campus units together, identify solutions, and drive changes that make it easier to attract, book, service, and retain meetings and events and drive new net revenue for campus, including the various campus providers involved in service delivery.

To achieve the Vision described earlier in the report, the consultant team recommends creating the following organizational chart for Jayhawk Hospitality:

KU – JAYHAWK COMMUNITY PARTNERS



It is not necessary to build the entire structure at once; the current service providers can manage the regular slate of existing business, the hospitality industry is still emerging from the pandemic, and full attendance at meetings and events may not occur until 2023. A phased approach should be taken as follows:

- FY 2022 – Hire the Director for Jayhawk Hospitality to lead the unit, oversee operations, and work with the Executive Director to implement the operational recommendations below. Because there is no significant marketing and outreach at KU to attract external meetings and events, the Sales & Marketing Manager should also be hired as soon as possible to begin work on the Sales Action Plan. Student employees can be hired to support any current coordination, service delivery, or administrative needs of the new unit, and can assist with any immediate basic marketing tasks in the Sales Action Plan, especially those activities around data mining and the CRM. Lean on campus stakeholders for any additional support that may be needed during this timeframe.
- FY 2023 – Add one Event Coordinator to take on the coordination, service delivery, and administrative tasks required of the new business booked by the Sales & Marketing Manager. Event Coordinators can be supported with student

KU – JAYHAWK COMMUNITY PARTNERS

Conference Assistants or interns that can handle the day-to-day tasks of the office and the direct service delivery to conferences and events as required.

- FY 2024 – Add the second Event Coordinator to keep up with the growth of meetings and events and assign specific markets to each Event Coordinator, such as Adult Programs and Youth Programs, or any other designation that balances the load between the two Coordinators.

Hiring the Director is the most immediate need, to initiate the operational recommendations and the foundational activities of the Sales Action Plan. The Director will also need familiarize themselves with campus, meet with all stakeholders, gather, and organize information about facilities and services used in the execution of event delivery, and confirm schedules, timelines, and reservations already in place. Learning the KU culture will be critical, and the Director will need patience to not try and change or fix everything at once. The Executive Director will need to support the Director through this process as well as beginning the work on the strategic recommendations in this report.

Hiring the Sales & Marketing Manager is also critical, as marketing and outreach activities take time to implement, and may not yield immediate results, with many groups looking to book in 2023 and beyond. Many of the strategies prioritized in the Sales Action Plan are foundational, such as developing a website for Jayhawk Hospitality, data mining for prospective clients in target markets, building awareness with internal departments and staff, and beginning to advertise KU as a destination for meetings and events. The more advanced strategies in the plan cannot be implemented until the foundational strategies are in place.

Long term, as the full team is hired, each role should encompass the following job responsibilities:

The **Director for Jayhawk Hospitality** (salary range of \$90,000-\$110,000) will be responsible for the daily oversight of the management, coordination, and execution of summer programs, camps, specialized academic programs, day meetings, and all activities related to the unit, including:

- Direct supervision of the professional staff
- Onboarding and training of all staff on the Jayhawk Hospitality team, including seasonal employees

KU – JAYHAWK COMMUNITY PARTNERS

- Strategic planning for Jayhawk Hospitality and the facilitation of sales and revenue goals on a 1-year, 3-year and 5-year basis
- Budget management and oversight of expenses, inventory, and capital equipment
- Managing business relationships with key campus partners and service providers, including Housing, KU Memorial Union, Academic Affairs, Admissions, Student Affairs, Athletics, Facilities, Public Safety, Risk Management, etc.
- Consolidating assessment data for review and program modification

The **Event Coordinators** (salary range of \$50,000-\$60,000) will be responsible for working with assigned clients to deliver a high-quality experience to meeting planners and attendees of events at KU, including:

- Evaluating the requirements for each event.
- Entering reservations into appropriate campus reservation systems.
- Working with service providers to book space and reserve services.
- Communicating room setups to Facilities and campus service providers.
- Informing other campus service providers of the event details as they evolve and are finalized according to established communication protocols.

The **Sales & Marketing Manager** (salary range of \$60,000-\$70,000) will lead the execution of the Sales Action Plan, including:

- Primary responsibility for all sales and marketing activities, including the implementation of the Sales Action Plan.
- Managing the marketing and sales budget, including requests for funding targeted marketing and sales initiatives and evaluation of the return on investment for each implemented strategy.
- Making direct outreach to potential clients via attendance at local, regional, and national events.
- Making direct outreach to campus partners with high potential for conferencing activities including Academic Affairs, Alumni, Student Affairs, and others.
- Working with campus marketing staff to develop marketing materials, correspondence templates, and other items as needed for outreach.
- Responding to and cultivating leads in designated market segments and with high-potential or high-profile groups.
- Implementing the sales contract with prospective clients.
- Communicating client needs and making an appropriate hand-off to the Event Coordinators for service implementation

JAYHAWK HOSPITALITY

In addition to the staffing recommendations above, the consultant team makes the following operational recommendations for Jayhawk Hospitality:

Space Utilization

One of the significant challenges to achieving the vision of a one-stop shop for meetings and events at KU is the current practice for booking of space. There were several examples shared during the interviews of exactly how the current booking process creates complications:

- At best, KU functions on a reservation calendar for most space that is only one year out, or less. This applies not just to classrooms, but also to flexible meeting rooms, dining facilities, and even residence halls. Units that have been interested in booking new external clients has been frustrated by the inability of campus to commit to the availability of space in a timely fashion and on a schedule that meeting planners require. During the site visit, the consultant team was informed of a recent attempt to bid on a conference for individuals involved in barbershop quartets, Harmony University. Even though Housing and Dining had made the commitment on the needed facilities and services, they were unable to get a commitment on the specific classroom spaces requested by the client by the proposal deadline, even with senior leadership support, resulting in a six-figure new revenue loss for the university². The group selected Loyola University in New Orleans, instead.
- There is no central website or information point to assist meeting planners and individuals with understanding how meetings and events are executed at KU, or whether external clients are even allowed to utilize the facilities and services available.
 - Planners may find their way to the 'Youth Programs, Activities, and Camps' website withing the Office of Event Management and Protocol (<https://youthprograms.ku.edu/>), but the site is very internally-focused,

² In this case, the client required a specific commitment on the buildings and classrooms to be used due to the age of the participants and concerns about the geography of campus, moving participants from the residence halls on the hill to the needed meeting facilities. That is not normal for most groups who will take a generic commitment of '60 breakouts' instead of specific facilities, but it illustrates the challenges faced at KU when trying to coordinate across multiple service providers to book an external group.

and certainly not designed to be a sales tool for prospective business. Even the language in the ‘Third Party Requests’ subpage makes external business seem less of a priority or even unwelcome: “The University leases facilities and may offer other services for a fee, but is not involved in the program operations, participant supervision, or management unless contractually obligated.” A meeting planner searching for space through this website for an adult group would likely assume that it is not allowed.

- Planners may also find their way to the ‘External Organizations’ page within the KU Memorial Union ‘Event Services’ subpages (<https://union.ku.edu/external-organizations-plan-your-event>). These subpages are much more aligned with best practices for sales to external clients, but only represent the spaces and services available within the Kansas Union, Burge Union, and DeBruce Center. A meeting planner interested in overnight accommodations would not find relevant information here and may assume that overnight camps and conference are not allowed at KU.
- Planners may find their way to a third option, the ‘Conference and Event Management’ page within Lifelong and Professional Education. The Conferences and Events team does provide support for both internal and external meeting planners that want to hold an event on the Lawrence Campus, the Edwards Campus, or anywhere in the world. However, the front page of the website does not make any specific callouts to external meeting planners in an intentional way, and the testimonials provided by three KU faculty members and one other higher education client give it a sense that services are more designed for academic programs, or even internal programs only. This is echoed on the ‘Conference and Event Consulting/Management’ page where visitors are encouraged to “talk to us today to see why KU faculty return to us for their event management needs year after year.” The ‘Campus Resources’ page does have a listing of major facilities at KU, a small callout to housing options, and a buried link to KU Catering, but has more links to external hotels, than to internal facilities and services.
- Scheduling of facilities at KU is completely decentralized, with individual scheduling centers existing within the Registrar’s Office, KU Memorial Union,

individual academic departments, Athletics, and individual performance centers. Each of these centers claims ‘ownership’ of their space and controls the booking and pricing of the space on their own, respective timelines. One facility, Murphy Hall, has three different scheduling officers in play, each with a different process and rate structure. Coordinating multiple session or breakout rooms across the campus can be, in the words of one stakeholder, “an exercise in futility.”

Opportunities to grow business, especially summer business when the capacity to grow is the highest, are clearly impacted by the lack of ability to reserve space at least three years out and the complications of decentralized scheduling. If Jayhawk Hospitality implements the items in the Sales Action Plan, they will start to receive leads for external meetings and events looking to book up to five years out. Without being able to guarantee space and contract with these groups at the time they are looking to book, KU will lose the business to other institutions who can, like Harmony University.

The issue here is not capacity to host more groups, except with the major athletic facilities. The issue is about changing the culture at KU to allow for a one-stop shop to make commitments to groups multiple years in advance and then honor those commitments and deliver an outstanding experience when those groups arrive. Doing so will also mean breaking down the culture at KU where individual units feel ownership over the spaces they control and possibly centralizing more of the individual rooms or implementing a centralized scheduling process that applies to all spaces across campus.

The consultant team strongly believes that all space at KU, including dining facilities and residence halls, needs to be reserved and assigned on a 3-year calendar. Failure to do so will make it extremely difficult to attract new business to campus and render moot most of the activities in the Sales Action Plan. It is important to note that a 3-year calendar does not need to be managed down to the individual space level. For example, the facility strategic plan for housing has estimates for the number of bedspaces that would be offline each summer for the next five years. Using that information and removing an additional block of spaces as a cushion for changes to the plan, a total amount of bedspaces can be used for summers 2022 through 2026 to book and contract with groups that require housing, even if the specific facility or facilities that will be used are unknown at the time of contracting. The same holds true for dining and classroom spaces. It is common practice across the collegiate conferencing industry for groups to

book a quantity of spaces and receive confirmation on the exact spaces to be used much closer to the start of their event, usually 3-6 months out. This allows normal campus processes, such as the assignment of academic classes to classrooms during the summer, to continue without limiting the ability to attract and secure additional business.

A campus-wide task force of key administrative stakeholders, service providers, and key internal clients should be created and charged with the task of completely revising the booking and prioritization process and creating a 3-year calendar for space reservations. The task force should tackle the following issues:

- A full review of what spaces can be booked, what the priority system will be for reserving space as it opens each cycle, and during what windows of availability.
- A full review of the booking process and timeline and how campus requirements such as a facility use agreement, insurance requirements, etc., can be folded into the process earlier, or at an appropriate milestone, to ensure compliance with risk management guidelines.
- A full review of how all groups and group types – internal and external, adult and youth – can participate equitably in a new booking process while still maintaining the prioritization of activities according to university goals and objectives, and how this can be managed effectively by a one-stop shop conference and events office acting on behalf of clients instead of being driven by the clients themselves.
- The development of a new contract for use by Jayhawk Hospitality covering the use of all facilities and services, including housing, dining, meeting space, parking, technology, etc. There may be separate documents for internal and external clients booking through the one-stop shop, as defined by university requirements.
- The adoption of one software solution to manage, track, and report on space availability for stakeholders across campus.
- The development of some modest cost structure for meeting spaces for internal clients that encourages effective planning and efficient room usage.

It is acknowledged that this will be a significant effort for campus and may take many months to develop and implement, and several years to refine. However, the activities in the Sales Action Plan cannot wait for all this work to be completed by the task force. It is suggested that the task force reach agreement as quickly as possible on the major issues around space capacities and space prioritization and announce those decisions to all

stakeholders, and then work on the details of how each of those things will be executed in a new booking cycle. This will allow Jayhawk Hospitality to begin the work of attracting and booking new events and folding them into the process as it is developed.

Communications

Another concern identified during the interviews with stakeholders was one related to communication about the details of conferences and events. Four primary concerns were raised:

- No one on campus is designated as the authority for conferences and events.
- Information does not flow seamlessly to the departments/units involved in providing support for conferences and events.
- Information is often shared too close to the start of an event, both for clients and for service providers, especially changes to facilities, setups, and meeting requirements.
- Too many different electronic systems are used, with information often inconsistent between those systems or incomplete due to system limitations or capacity of staff to enter information. Too much information is shared via e-mail, and not captured in any type of system of record.

In any large, complex environment like a university campus, there will always be challenges with getting good, timely information to everyone who needs it. This can be assisted by forming a team of campus stakeholders charged with reviewing all communication channels and making recommendations regarding electronic tools and workflow, timelines for communication distribution, expectations regarding follow-up and response, and the structure and timing of review meetings aimed at bringing stakeholders together to discuss the needs of upcoming conferences and events and ensure quality service delivery. Two issues of focus at KU should be:

- Establishing a complete group of service providers that meets regularly to review meetings and events activities and resolve issues effectively. This group should meet monthly during the academic year and weekly from May 1 to August 1. Their goal should be to review all operations and logistics issues with campus events and ensure all necessary stakeholders are informed. This new group should be

managed, and the agenda set, by Jayhawk Hospitality in its role as the one-stop shop for campus.

- Developing a standard event agenda for each camp, conference, event, and program held at KU and distributing them to all relevant stakeholders well in advance of the event. Identifying a standard format, especially given the number of different electronic systems that service providers are using to manage activities, will be a significant challenge. A separate recommendation is provided regarding electronic systems at KU, but work can still be done here to address the problem. Even if a singular, standard event agenda cannot be established immediately, the work team can identify the standard pieces of information that should be included on an event agenda (dates, times, locations, services provided, etc.) and each group can use their respective systems to develop a document that provides all the necessary information. Receiving three different versions of an event agenda, all with the same, basic information, would be a huge step forward in the efficiency in executing events and preventing issues, instead of receiving no event agenda at all.

Event Software

Currently, information about conferences and events is being communicated to group coordinators and internal service providers using a variety of platforms: Peoplesoft (student system of record), 25 Live (space reservation system of record), EMS, Preava, RMS Mercury, Maximo, Outlook calendars, Excel spreadsheets, and homegrown reservation websites (colleges and departments). In most cases, these systems are unable to electronically transfer information from one to the other, the university does not restrict the deployment of 'systems of choice' or homegrown solutions, or the university has not invested in the development of built-in electronic interface tools to have data transferred automatically. Not only does this require a large amount of duplicate data entry as the same event details are transferred from system to system, but it also increases the possibility of errors in the information recorded. As the Sales Action Plan is implemented and the number of groups increases, it will be necessary to implement an electronic system that can serve multiple functions across campus to assist with the development of communication items and to provide real-time access to information for the service providers involved in service delivery.

The Associate Vice Provost for Operations is currently working on project to develop a centralized scheduling process for campus. When the consultant team was on campus, the project was in the first phase, which was identifying an appropriate software platform for centralized scheduling at KU. A project manager in IT had been assigned to work with stakeholders to do a needs assessment to develop the systems requirements for a Request for Proposal for a centralized scheduling software solution. Any requirements documents should include specifications for the management of accommodations, food service, catering, technology, parking, and other services requested by clients, in addition to the core specifications around meeting space type, capacity, square footage, furniture, technology, and availability. Phase two was to develop the internal processes for populating and maintaining the data in the new software solution and establishing standard processes for scheduling space, which would align with the recommendations around space utilization noted earlier in this report.

Investment into a new software solution for centralized scheduling would make a significant impact on the ability of Jayhawk Hospitality to pursue a growth strategy for meetings and events and implement the recommendations and activities outlined in this business plan. There are many systems that could provide the comprehensive tracking, contracting, and billing requirements for housing, dining, catering, meeting room, facility setup, parking, and other needs, as highlighted in the table below. A comparison of three systems is recommended to evaluate and determine the best system to use. The following chart can assist KU with exploring some of the various options for software providers in the conference services management space:

KU – JAYHAWK COMMUNITY PARTNERS

Function/Feature	Active Exchange	Conference Programmer	EMS Campus	Event Guru Software	KX
Facility Scheduling	Yes	Yes	Yes	Yes	Yes
In-House Room Diagramming Tool	No	No	No	Yes	No
Housing Management	No	Yes	No	Yes	Yes
Dining Hall Reservations	No	Yes	Yes	Yes	Yes
Catering BEOs	No	No	Yes	Yes	Yes
Invoicing	No	Yes	Yes	Yes	Yes
Reporting Capabilities	Yes	Yes	Yes	Yes	Yes
Price Range	10K-20K**	>20K**	<10K*	<10K*	>50K**
Notes	Maintenance Fees Charged Separately. Additional Fee for Integrations	Maintenance Fees Charged Separately. Additional Fee for Integrations	Maintenance Fees Charged Separately. Additional Fee for Integrations	Annual Fee Inclusive. No Maintenance Fees. Additional Fee for Integrations.	Maintenance Fees Charged Separately. Additional Fee for Integrations

While many software products do similar things, it is very important to ask case study questions and walk-through common scenarios encountered by KU in providing services to meetings and events. If the centralized scheduling project stalls, or if securing a new platform ends up not being an option, KU should make investments into the development of electronic interfaces between existing systems and prioritize them based on greatest impact.

Edwards Campus

The recommendations above apply primarily to meetings and events activity on the Lawrence Campus. Activity at the Edwards Campus is very well managed by the small team of staff dedicated to the outreach, contracting, and execution of meetings and events. In FY 2019, the Edwards Campus reported more than 842 external events held, with total attendance of more than 60,000 people. While there is clearly capacity to increase the number of meetings and events, the Edwards Campus is already well positioned to implement some of the relevant activities in the Sales Action Plan and achieve relative growth more quickly than the Lawrence Campus.

Given how successful the Edwards Campus has been, it does not make sense to merge that team with the new Jayhawk Hospitality unit at this time. Jayhawk Hospitality has a

significant amount of work to do to implement the recommendations in this report and activate the growth strategy proposed, without worrying about absorbing another unit and managing activities at a remote location. However, the Edwards Campus should be seen as a partner to Jayhawk Hospitality, should be listed as a potential venue within a new Jayhawk Hospitality website (see below), and staff at both sites should be prepared to represent each location in conversations with potential clients and work together on implementing activities in the Sales Action Plan wherever possible. This includes building strong relationships with both Explore Lawrence and Visit KC and representing the facilities and services of both campuses in any exchanges.

Lifelong and Professional Education (LPE)

According to their website, LPE “offers non-credit education and employee training and development across the Kansas City region, the state and the world.” This is evident in their portfolio of services, including:

- Aerospace Short Courses
- Information Technology
- Leadership Management
- Conference & Event Planning
- Osher Lifelong Learning Institute
- Social & Behavioral Sciences
- Engineering
- Kansas Fire & Rescue Training Institute (KFRTI)
- Kansas Law Enforcement Training Center (KLETC)

While much of that portfolio is unique and distinct from a traditional meetings and events portfolio, there is overlap with the Conference & Event Planning service, which does provide basic event management and logistical support, in addition to full event consultation, development, marketing, and implementation support for internal and external audiences.

As noted above, LPE is one of the existing units that could accept responsibility for implementing the vision described at the beginning of this report and pursuing a significant growth strategy as charged by senior leadership. Prior to budget cuts and recissions a decade ago, the Conference and Event Management team did provide basic

event management and logistical support to groups like Kansas Girls State, sports camps and tournaments, and 3rd-party academic programs that did not require any event consulting, development, or marketing support. As the available budget to cover salaries and overhead shrank, LPE was forced to charge more for their services to cover costs, essentially pricing them out of the market for groups that only required basic support. Internal clients started doing the logistical work themselves, and external clients often left and went elsewhere, like Girls State. LPE maintains an impressive list of annual events that they provide full event planning, marketing and implementation services for, but does not engage in any significant marketing and outreach beyond established work with local business and community organizations. If tasked with the responsibility to execute the vision for meetings and events at KU as described in this report, it would require similar investments into LPE as will be made into Jayhawk Hospitality. Given the challenges expected in implementing the vision and moving the needle on growth, the consultant team still believes the best approach is to create Jayhawk Hospitality and have it supported through the direct line report of Jayhawk Community Partners to the Chief Fiscal Officer.

However, there are several great opportunities to build a strong partnership between Jayhawk Community Partners (JCP) and LPE to leverage the best of both offices:

- Both JCP and LPE have a goal of establishing partnerships with local businesses, industries, and governments. While the objectives of those partnerships may be slightly different, the development of non-credit experiences and the “leverage(ing) of KU’s reach and brand equity to deliver on our partner’s business objectives” will often run parallel to one another, if not being dependent upon one another. There should be a coordinated effort to understand existing relationships with businesses, industries, and governments and look for opportunities for both JCP and LPE to have a role in strengthening those relationships.
- With LPE’s extensive experience and knowledge in event planning and consulting, Jayhawk Hospitality can include that service in bids and proposals to prospective clients, without having to build that service from scratch. LPE can grow the number of meetings and events they provide event planning and marketing support for, without having to make the major investment into the types of marketing and outreach activities represented in the Sales Action Plan. It is the full suite of event planning, marketing, and implementation services that enables

the office to use a 'Hospitality' designation and provide complete meeting and event support services to any client that requires it.

- Through its work eliminating campus barriers and building a team of experts assigned to schedule and coordinate facilities and services across the KU campuses, Jayhawk Hospitality can eliminate some of the demanding and difficult work that LPE currently does to execute events on campus, and act as a service provider for the LPE team, allowing them to focus on program planning and marketing, and letting Jayhawk Hospitality handle on site logistics.

It is acknowledged that reconciling the overlap between a new Jayhawk Hospitality unit in JCP and the existing Conference and Event Management unit in LPE will require an acceptance of current day campus realities and a spirit of compromise by both parties. When reconciled, though, the consultant team believes that the meetings and events activities of both units can be clearly defined and represented to stakeholders, be more mission-aligned, and contribute greatly to the overall vision and growth strategies discussed throughout this report.

Website

One of the most immediate needs to support a one-stop shop is the development of a comprehensive Jayhawk Hospitality website to represent all services offered to clients without referring them to the individual websites of each service provider. This means putting information about dining, catering, meeting space, technology, and other services directly on a Jayhawk Hospitality page and keeping it updated year-to-year as changes are made at the service provider level. Three important statistics from a 2020 survey of Business to Business (B2B) shoppers:

- 89% of B2B researchers use the internet during the B2B research process.
- On average, B2B researchers do 12 searches prior to engaging on a specific brand's site.
- 57% of the buying process is done prior to engaging with Sales. B2B sites should be sales tools assisting the buying process.

This new website needs to be client focused and provide as many sales tools as possible to planners that are exploring the idea of holding an event at KU. This means adding photos or videos of the wide variety of spaces available and setup options, room

capacities, pricing information, testimonials from previous satisfied clients, and an actual sense of place for what it would be like to set foot on a KU Campus. Each page of the website should include a call-to-action, like “Start Your Booking Now” or “Reserve Space Today,” that gives them a basic form to fill out with name and contact information to trigger a follow-up and response from the Sales & Marketing Manager within 24-72 hours.

The best business websites answer three important questions for consumers:

- What problem can you solve?
- What needs can you fulfill?
- Why your business?

And include all the following:

- An emotional and a rational appeal
- Relevance with the product or service provided
- Product features and specifications
- Images that elicit connectivity and evoke a response
- Resources to assist a consumer in making a purchasing decision
- Sensible navigation
- Special offers and promotions
- Product successes (through awards, blog posts, etc.)
- Testimonials from satisfied customers
- Call(s) to action

The consultant team recommends engaging web design professionals at KU, if possible, or an outside web development firm, if not, to design a website from the ground up. If the site can be placed at a top-level domain, such as jayhawkhospitality.ku.edu, or use a vanity URL, such as www.meetatKU.com that redirects to a nested page, it will assist with SEO and be an easier URL to list in marketing and outreach activities.

While the Edwards Campus should retain its current page structure³ in the edwardscampus.ku.edu domain and be the URL destination in Edwards-specific

³ The Conference Center and Event Space website for the Edwards Campus is a good reflection of the website elements noted above. Two recommendations would be to add information about food services

marketing and outreach, it should also be represented on the Jayhawk Hospitality website as an option for meeting planners that may come to the new website based on activities within the Sales Action Plan. Examples of good websites for conference programs that are sales focused include:

- UCLA (<https://conferences.ucla.edu/>)
- South San Francisco Conference Center (<https://ssfconf.com/>)
- University of Maine (launching in March of 2022)

A larger challenge is determining the disposition of the conferences.ku.edu website currently owned by LPE. To not create confusion for planners and individuals that are searching using keywords like ‘conference services at KU’ or ‘events office at KU’ the Jayhawk Hospitality website needs to be the top listing for search terms for planners and individuals looking for logistical support for meetings and events at KU. However, to support the notion of a single entry point for meetings and events and to ensure the highest yield for the investments made into marketing and outreach efforts, there cannot be confusion between two offices that are doing similar conference and events management activities. Instead, all units involved in servicing and supporting meetings and event, including LPE, the KU Memorial Union, Housing, and Athletics must develop a collaborative strategy to ensure that facilities and services are represented consistently, that meeting planners are directed to Jayhawk Hospitality for onboarding, and that the information about facilities and services provided for the new website is accurate and updated as needed.

The recommendation is to redirect conferences.ku.edu to the new jayhawkhospitality.ku.edu (or final URL) so that any searches for conference and event management support originate with Jayhawk Hospitality. For event leads that require significant event planning, consulting, and marketing support, Jayhawk Hospitality can partner with LPE to leverage their expertise and success, as noted in the Sales Action Plan. LPE can roll much of the content from the conferences.ku.edu website into the larger lpe.ku.edu website but should focus page headers more on language around event planning and consultation, and less on event management to avoid conflicts with search engine optimization efforts. Similar to the Edwards Campus website, the LPE event

(what is and is not allowed and how the catering serverly supports that) and pricing information for the meeting rooms.

planning and consulting services should be represented on the Jayhawk Hospitality website.

Once launched, the new website is the foundation for most other marketing and sales strategies in the Sales Action Plan. Without a well-designed website that is responsive to the needs of planners, business will slip through your fingers without you even knowing it. One more statistic that should give some confidence in the yield from the creation of a website for Jayhawk Hospitality: once engaged, the average conversion rate for B2B engagements is 10%.

SALES ACTION PLAN

Introduction

The Sales Action Plan for the University of Kansas contains a list of recommendations designed to introduce the University as a premier meeting and event site, produce revenue, and set the stage for future growth. This plan focuses on securing new external business as well as business from the internal campus community.

While KU is not new to the collegiate conference marketplace, there must be an aggressive plan to introduce and re-introduce the University's various venues across both campuses, to local, regional, and national planners who may have either dismissed KU as an option in the past or have never considered utilizing these great campuses for their meetings and events.

There are initiatives outlined in the Sales Action Plan that can lead to new and increased business in both summer conference business and day business. Following the recommended strategies in this plan can lead to the achievement of significant new revenue for the University.

The Sales Action Plan includes the following items:

- Target Market Segment - At the top of each page of the Sales Action Plan is noted the targeted market segment. The market segment is also labeled on each tab of the workbook. This is the market for which the noted recommendations are intended.
- Initiative - These recommended actions for sales and outreach are important to achieving revenue goals.
- Description - Recommended sales initiatives outlined in this area are for each targeted market segment. The descriptions outline the actions that need to be done and include instructions on implementing the strategies.
- Notes – The notes section indicates, over a three-year period, what initiatives to enact and what the costs listed in the financial section are for.
- Projected Budget – The projected expense to implement initiatives are in the financial spreadsheet under each market segment. There is a projected budget for years one, two, and three, plus a total budget over the life of the plan.

- **Estimated ROI** – This is an estimated return on investment for each initiative which is listed under each year and in the total column. This is not guaranteed revenue. This is simply a projected target that is estimated to be achievable. Note that the estimated ROI is determined using the American Marketing Association's recommendation that 10% ROI is a conservative benchmark to use for new initiatives. However, many of these initiatives can realize greater returns if implemented accordingly.

This format allows for ease in monitoring activities. It should be treated as a working document with notes added throughout the year indicating the success, modification, or replacement of activities. Completion dates and assignment responsibilities remain open for your team to determine. A summary of estimated costs associated with the Sales Action Plan is also provided.

In addition to the specific initiatives, there are references in the document to specific outreach strategies. Two of these items are explained in further detail.

2.1.2 Campaigns

In the meetings industry, planners are conducting research for potential event sites online, either from their offices or their homes. It is imperative that comprehensive and well-organized information regarding your operation be provided online that focuses on the external user. With this in place, a scheduled, targeted, and coordinated outreach approach could be used to both promote your brand and refer potential customers to your website. An example of this type of approach is a 2.1.2 Campaign (recommended in the Sales Action Plan) in which a combination of email outreach, direct mail, and phone follow up is used to introduce, educate, attract, and qualify prospective customers.

A 2.1.2 campaign is an outreach method that is geared toward increasing the number of qualified leads coming into an organization for the purpose of supporting a sales effort and generating new revenue. In a 2.1.2 campaign, a targeted list of prospective customers is identified. The targeted list can be obtained by purchasing industry lists, entering information directly from prospecting activities, tracking tradeshow interest and contacts from past inquires and customers, or all the above. It is recommended that the list be targeted by market segment, business booking patterns, or a similar target mechanism that differentiates the group in some way. Essentially, you want to make sure

the message you are going to distribute will make sense unilaterally to the designated group.

Once the target group is identified, the message must be created. Within the 2.1.2 campaign you will distribute two email blasts, one direct mail piece, and two follow up phone campaigns, to qualify the prospects generated through the overall process.

The following is a sample schedule for a 2.1.2 campaign:

Week 1: Email blast to entire target group

Week 2: Direct mail campaign to entire target group

Week 3: Follow-up via phone to those individuals who have opened the email or have requested information because of the blast (direct requests for information should be responded to within no more than 72 hours – 24 hours is preferable)

Week 4: Email blast to entire target group

Week 5: Follow-up via phone to those individuals who have opened the email or have requested information because of the blast (direct requests for information should be responded to within no more than 72 hours – 24 hours is preferable)

Survey

The following is a sample of a planner survey for KU to consider using when working with meeting and event planners. Try to have the surveys completed by the planner before they depart from the venue/campus. In some cases, such as weddings, a post event survey will be adequate.

KU – JAYHAWK COMMUNITY PARTNERS

Planner Meeting/Event/Attendee

Thank you for choosing the University of Kansas to hold your event. Please take a moment to help us better serve you in the coming years by answering a few questions.

1. Overall, how would you rate your experience at the University of Kansas?
 - a. Very satisfied
 - b. Satisfied
 - c. Slightly dissatisfied
 - d. Very dissatisfied
2. How likely are you to recommend the University of Kansas, for meetings and events, to a friend or colleague?
 - a. Very likely
 - b. Likely
 - c. Unlikely
 - d. Very unlikely
3. How helpful was the University of Kansas staff?
 - a. Very helpful
 - b. Somewhat helpful
 - c. Not so helpful
 - d. Not at all helpful
4. How would you rate the functionality of the facilities at the University of Kansas?
 - a. Excellent
 - b. Above average
 - c. Average
 - d. Below average
 - e. Poor
5. How do you rate the overnight accommodations at the University of Kansas?
 - a. Excellent
 - b. Above average
 - c. Average
 - d. Below average
 - e. Poor
 - f. N/A

6. The dining/catering at the University of Kansas was:
 - a. Excellent
 - b. Good
 - c. Poor
 - d. Very poor
7. How would you rate the overall venue/location?
 - a. Excellent
 - b. Good
 - c. Poor
 - d. Very poor
8. Are there any specific comments that you would like to share?

Priorities

To assist in prioritizing the recommendations, each of the recommendations found in Appendix A has been color highlighted. The Year One strategies in each market segment are highlighted in **RED**. The strategies highlighted in **BLUE** should be considered for Year Two implementation, followed by the strategies in **GREEN** in Year Three. While we have set priorities for implementation of the sales strategies, each of the recommended initiatives will be a valuable contribution to the success of the various conference and event venues of KU and may be implemented ahead of schedule, or on a timeline that fits with staffing and budget availability.

You will notice that included within the Sales Action Plan are recommended activities that are projected to produce little or no ROI. While these activities may not show direct monetary return, they will strengthen the sales effort and marketability of the conference and event venues.

A summary of the Sales Action Plan follows (**full plan details for each market segment are included in Appendix A.**):

KU – JAYHAWK COMMUNITY PARTNERS

	Year One		Year Two		Year Three		Total	
General	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
M1 - Collateral	3,000	-	-	-	500	-	3,500	-
M2 - Website	-	-	-	-	-	-	-	-
M3 - Photography	1,200	-	400	-	400	-	2,000	-
M4 - Videography	-	-	3,000	-	-	-	3,000	-
M5 - Surveys	-	-	3,000	-	1,500	-	4,500	-
M6 - YouTube	300	-	400	7,000	500	16,000	1,200	23,000
M7 - LinkedIn	-	-	-	-	-	-	-	-
M8 - Facebook	-	-	-	-	-	-	-	-
M9 - Pinterest	-	-	-	-	-	-	-	-
M10 - Twitter	-	-	-	-	-	-	-	-
M11 - Blog Pages	-	-	-	-	-	-	-	-
M12 - CRM	900	-	1,000	-	1,100	-	3,000	-
M13 - Lost Business Follow-up	-	-	-	51,000	-	99,000	-	150,000
M14 - Site Prospecting	-	-	-	56,000	-	108,000	-	164,000
M15 - Referrals (Peers)	-	-	-	-	-	79,000	-	79,000
M16 - Referrals (Clients)	-	-	-	12,000	-	47,000	-	59,000
M17 - CVB - Lawrence	-	-	-	52,000	-	94,000	-	146,000
M18 - CVB - Edwards	200	-	200	6,000	200	10,000	600	16,000
M19 - Alerts	-	-	-	-	-	-	-	-
M20 - Unique Venues (Membership)	2,400	90,000	2,600	198,000	2,800	283,000	7,800	571,000
M21 - Unique Venues (Conference)	2,000	-	2,000	-	2,000	-	6,000	-
M22 - Sales Blitz	1,000	16,000	1,500	86,000	2,000	136,000	4,500	238,000
SUBTOTAL	11,000	106,000	14,100	468,000	11,000	872,000	36,100	1,446,000

KU – JAYHAWK COMMUNITY PARTNERS

	Year One		Year Two		Year Three		Total	
Internal	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
I1 -Faculty/Staff Survey	300	-	300	-	300	-	900	-
I2 - Sales Calls	600	14,000	700	58,000	800	150,000	2,100	222,000
I3 - Professional Organizations	600	9,000	700	16,000	800	72,000	2,100	97,000
I4 - LPE Coordination	-	-	-	-	-	-	-	-
I5 - Alumni Outreach	-	-	400	19,000	400	76,000	800	95,000
I6 - Internal Programs	-	-	-	37,000	-	102,000	-	139,000
I7 - Open House	-	-	4,000	14,000	6,000	109,000	10,000	123,000
I8 - Orientation Packet	-	-	1,300	-	1,800	-	3,100	-
I9 - Admissions Outreach	-	-	-	-	-	-	-	-
I10 - Admissions Survey	-	-	-	-	-	-	-	-
SUBTOTAL	1,500	23,000	7,400	144,000	10,100	509,000	19,000	676,000

KU – JAYHAWK COMMUNITY PARTNERS

	Year One		Year Two		Year Three		Total	
Corporate	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
C1 - AllConferences	-	-	-	-	-	-	-	-
C2 - SHRM Outreach	-	-	300	-	300	-	600	-
C3 - Regional SHRM	-	-	500	-	500	-	1,000	-
C4 - Kansas SHRM	-	-	-	-	2,000	-	2,000	-
C5 - Chamber of Commerce	-	-	-	-	-	-	-	-
C6 - MPI National	500	-	500	-	500	-	1,500	-
C7 - MPI Local	-	-	-	-	-	-	-	-
C8 - Prospecting (Corporate)	500	9,000	800	25,000	1,200	81,000	2,500	115,000
C9 - FAM Tour	-	-	-	-	2,500	57,000	2,500	57,000
C10 - 2-1-2 Campaign	1,000	21,000	1,500	77,000	2,000	125,000	4,500	223,000
C11 - Google Ads	1,200	11,000	600	30,000	600	41,000	2,400	82,000
SUBTOTAL	3,200	41,000	4,200	132,000	9,600	304,000	17,000	477,000

KU – JAYHAWK COMMUNITY PARTNERS

	Year One		Year Two		Year Three		Total	
Association	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
A1 - Events in America	400	-	400	-	400	-	1,200	-
A2 - Great Nonprofits	-	-	-	-	-	-	-	-
A3 - ASAE National	500	-	500	-	500	-	1,500	-
A4 - KSAE	200	-	200	-	200	-	600	-
A5 - KCSAE	200	-	200	-	200	-	600	-
A6 - Prospecting (Association)	500	43,000	1,000	95,000	2,000	104,000	3,500	242,000
A7 - FAM Tour	-	-	3,500	15,000	5,000	94,000	8,500	109,000
A8 - 2-1-2 Campaign	2,000	60,000	3,000	104,000	4,500	162,000	9,500	326,000
A9 - Google Ads	1,200	16,000	1,200	55,000	600	109,000	3,000	180,000

SUBTOTAL	5,000	119,000	10,000	269,000	13,400	469,000	28,400	857,000
-----------------	--------------	----------------	---------------	----------------	---------------	----------------	---------------	----------------

	Year One		Year Two		Year Three		Total	
Government	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
G1 - Contract Registration	-	-	-	-	-	-	-	-
G2 - Prospecting (Government)	-	-	-	-	-	-	-	-
G3 - Political Parties	-	-	-	-	-	-	-	-
G4 - 2-1-2 Campaign	800	9,000	1,200	25,000	1,600	45,000	3,600	79,000
SUBTOTAL	800	9,000	1,200	25,000	1,600	45,000	3,600	79,000

KU – JAYHAWK COMMUNITY PARTNERS

	Year One		Year Two		Year Three		Total	
SMERF	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
S1 - Data Mining	-	-	-	-	-	-	-	-
S2 - Church Bulletins	-	-	-	-	1,000	16,000	1,000	16,000
S3 - AllConferences	-	-	-	-	-	-	-	-
S4 - Internal Development	-	-	300	-	300	-	600	-
S5 - Greek Life	-	-	1,200	-	1,200	-	2,400	-
S6 - Facebook Ads	-	-	1,000	58,000	1,500	97,000	2,500	155,000
S7 - Prospecting (SMERF)	500	60,000	800	104,000	1,200	148,000	2,500	312,000
S8 - 2-1-2 Campaign	2,000	56,000	3,000	90,000	4,000	134,000	9,000	280,000
SUBTOTAL	2,500	116,000	6,300	252,000	9,200	395,000	18,000	763,000

	Year One		Year Two		Year Three		Total	
Youth	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
Y1 - Testing Programs	-	3,000	-	4,500	-	6,000	-	13,500
Y2 - SuperCamp	-	-	-	-	-	-	-	-
Y3 - Road Scholar	-	-	-	-	-	-	-	-
Y4 - Envision	-	-	-	-	-	-	-	-
Y5 - US Performing Arts	-	-	-	-	-	-	-	-
Y6 - Prospecting (Youth)	-	28,000	-	56,000	-	84,000	-	168,000
SUBTOTAL	-	31,000	-	60,500	-	90,000	-	181,500

	Year One		Year Two		Year Three		Total	
	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI ⁴
TOTAL	24,000	445,000	43,200	1,350,500	54,900	2,684,000	122,100	4,479,500

⁴ ROI numbers in the Sales Action Plan are provided based on a state desire by KU to raise housing, dining, and meeting space prices to the national benchmark averages, as noted in this report. Raising rates to less than the national average would achieve a smaller overall ROI.

KU – JAYHAWK COMMUNITY PARTNERS

Additionally, the entire Sales Action Plan will be provided to Auxiliary Services as an Excel workbook, allowing for changes and updates to be made to the plan as it is implemented.

Return on Investment numbers for each Sales Action Plan initiative are developed by looking at the potential outreach numbers generated by each specific activity and using a conservative estimate of the potential yield of bookings from that outreach. That estimate is then applied to an estimate of an 'average' group booking (after a pricing increase at KU to bring housing and dining rates in line with national averages), in four different categories (assuming no individual groups larger than 150 attendees):

	<u>Housing</u>	<u>Food Service</u>	<u>Meeting Space</u>	<u>Other</u>	<u>Total</u>
<u>Youth Overnight</u> (150 people for 3 nights)	\$ 17,000	\$ 15,000	\$ 3,500	\$ 1,500	\$ 37,000
<u>Adult Overnight</u> (150 people for 3 nights)	\$ 19,000	\$ 17,000	\$ 4,000	\$ 2,000	\$ 42,000
<u>Lawrence Day Meeting</u> (100 people for 1 day)	\$ -	\$ 3,500	\$ 1,000	\$ 500	\$ 5,000
<u>Edwards Day Meeting</u> (100 people for 1 day)	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000

For example, activity 'M13 – Lost Business Follow-up' shows an ROI of \$51,000 in year two. Based on the potential lost opportunities from all activities of the Sales Action Plan in Year One, the plan assumes that aggressive follow-up and targeting of lost opportunities can yield one Youth Overnight event (\$37,000), two Lawrence Day Meetings (\$10,000) and two Edwards Day Meetings (\$4,000) for a total of \$51,000. Again, these are conservative estimates. Booking a single group of 1,000 people for three nights would generate an estimated \$250,000 in gross revenues, far exceeding any individual estimate in the Sales Action Plan.

Summary

The Sales Action Plan is based upon a marketing budget of the national average of 5-6% of gross revenue. While the average percentage for college and university spending is considerably lower (under 1.9%), KU must strive for more marketing exposure in a competitive conference and events space. This provides a game plan to achieve greater exposure with the flexibility to facilitate by segments according to budgetary restrictions.

It is important to note that many of the activities in the Sales Action Plan will be accomplished at the request of, and in partnership with, Explore Lawrence. This may include:

- Cross-linked promotions between the KU Jayhawk Hospitality website and the Explore Lawrence Website
- Combined sales calls to target markets
- Participation in ASAE, MPI, and SHRM events
- FAM Tours

Together, KU and Explore Lawrence will apply a focused and aggressive approach to sales activities and the recruitment of new business to the area. With dedicated staff, investments into marketing and outreach activities, and greater utilization of facilities and services on the Lawrence Campus, KU can successfully implement the recommendations in the broader report.

Financial Analysis

OVERVIEW

The financial analysis is comprised of two main parts:

- A comparison of KU rates for housing, food service, meeting facilities, and audio-visual to the national benchmarks in the collegiate conferencing industry.
- A discussion of startup investments and potential revenue growth for the program as defined by the scope of the consulting engagement, along with all relevant assumptions.

To generate the potential for revenue growth, the analysis adopts the vision for KU as outlined in this business plan and all relevant strategic recommendations. Using this information and established norms for revenues and expenses of a typical conferences and events program, the analysis projects an overall revenue profile for the university.

KU – JAYHAWK COMMUNITY PARTNERS

HOUSING RATES

The national benchmark data for housing prices⁵ are as follows:

Summer 2019⁶

	Residence Hall with AC and Shared Bathroom	Residence Hall with AC and Private Bathroom	Residence Hall w/o AC but with Shared Bathroom	Residence Hall w/o AC but with Private Bathroom
Double Room				
External, For Profit	\$ 40.94	\$ 53.86	\$ 35.11	\$ 36.48
External, Non-Profit	\$ 32.75	\$ 43.09	\$ 28.09	\$ 29.18
Internal	\$ 31.94	\$ 42.01	\$ 27.38	\$ 28.45

	Residence Hall with AC and Shared Bathroom	Residence Hall with AC and Private Bathroom	Residence Hall w/o AC but with Shared Bathroom	Residence Hall w/o AC but with Private Bathroom
Single Room				
External, For Profit	\$ 61.41	\$ 80.79	\$ 52.66	\$ 54.72
External, Non-Profit	\$ 49.13	\$ 64.63	\$ 42.13	\$ 43.78
Internal	\$ 47.90	\$ 63.02	\$ 41.08	\$ 42.68

Add-ons	
Linen Set (per day)	\$ 11.50

⁵ National benchmark data provided using the results of the *ACCED-I 2016 Benchmarking Survey on Conferences* sponsored by the Association of Collegiate Conference and Events Directors – International and adjusted for inflation using the May 2016 through May 2019 Consumer Price Index data for the category, “Other lodging away from home including hotels and motels.” Single rooms are reflected at 150% of the double room rate, by category.

⁶ Rates for 2019 are presented here as a comparison point due a significant decrease in the Consumer Price Index data for the category, “Other lodging away from home including hotels and motels,” during the pandemic. While pricing in this category has made a partial recovery, the benchmarked rates for housing are still lower than Summer 2019. A comparison of the KU housing rates to the benchmarked 2021 rates can be found in Appendix C.

KU – JAYHAWK COMMUNITY PARTNERS

79% of the survey respondents indicate that housekeeping service (daily/weekly) is included in the housing rates reported. Only 5% of respondents reported charging an additional cost for housekeeping, while 16% reported no such service was provided.

In contrast, 24% of the survey respondents indicate that linen packets are included in the housing rates reported. 73% of respondents reported charging an additional cost for linen packets, while only 3% reported no such service was available.

KU's reported rates, mapped to match the survey format, are as follows:

KU - Youth - Summer 2022

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Double Room				
External, For Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
External, Non-Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
Internal	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Single Room				
External, For Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
External, Non-Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
Internal	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00

Add-ons	
Linen Set (per day)	\$ 3.50

Variance

Double Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	-46.27%	-51.73%	-26.73%	-33.16%
External, Non-Profit	-32.83%	-39.66%	-8.41%	-16.45%
Internal	-31.11%	-38.11%	-6.06%	-14.31%

Single Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	-64.18%	-67.82%	-51.15%	-55.44%
External, Non-Profit	-55.22%	-59.77%	-38.94%	-44.30%
Internal	-54.07%	-58.74%	-37.37%	-42.87%

Add-ons	
Linen Set (per day)	-69.57%

KU - Adult - Summer 2022

Double Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
External, Non-Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
Internal	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00

Single Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
External, Non-Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
Internal	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00

Add-ons	
Linen Set (per day)	\$ 3.50

Variance

Double Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	-38.94%	-42.44%	-19.40%	-23.88%
External, Non-Profit	-23.67%	-28.05%	0.75%	-4.85%
Internal	-21.72%	-26.21%	3.33%	-2.41%

Single Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	-59.29%	-61.63%	-46.27%	-49.25%
External, Non-Profit	-49.12%	-52.04%	-32.83%	-36.56%
Internal	-47.81%	-50.81%	-31.11%	-34.94%

Add-ons	
Linen Set (per day)	-69.57%

Tier 1 Halls include Corbin, Ellsworth, GSP, Hashinger, Lewis, and Templin. Tier 2 Halls include Downs, Oswald, and Self. Apartment building and scholarship hall pricing varies from the rates listed above and were not provided to the consultant team for review. Using the rates provided by KU for 2022, both youth rates and adult rates are mapped accordingly and compared against the benchmarked pricing for residence halls with AC only⁷. There is no differentiation in rate for an internal or external client.

Several observations regarding the housing rates can be made:

- For both youth and adults, the rates for double rooms in both Tier 1 and Tier 2 halls are well below the national averages, especially for external clients, ranging anywhere from 2.41% to 51.73% below the national average.

⁷ The benchmarking study does not differentiate between the multitude of different housing types, such as traditional, suite-style, apartment-style, and full apartments. It can be assumed that any or all those housing types are included in the benchmarked rate for any category.

- Single room rates were not specifically listed in the rate sheet provided by Housing. If single rooms are charged at the same rate as double rooms, they fall anywhere from 31.11% to 67.82% below the national average.
- The daily rate for linen packets is also well below the national average, at 69.57%

Given the quality of the facilities at KU, and the geographic location of the campus, housing rates should be much closer to the national average across all categories. The consultant team recommends the following:

- Double room rates should be increased to within at least 5-10% of the national average. This can be done using a phased approach for returning clients, to give them time to plan for the increase. Newly booked business should begin paying the new rates immediately. Housing may also consider streamlining the rates and eliminating the tiered structure. Unless a residence hall is in significant disrepair, most collegiate conferencing programs do not charge differential rates based on the age or condition of the building.
- A single room rate should be established and charged to those groups that specifically request single rooms for participants. A standard model for single room rates is 150% of the corresponding double room rate.
- Linen rates should be adjusted immediately, using a phased approach with existing groups, to at least \$10 per night. Tripling the amount of revenue generated by the linen service will assist with solving any staffing or linen inventory issues that currently exist.

KU – JAYHAWK COMMUNITY PARTNERS

MEAL RATES

The national benchmark data for food and beverage prices⁸ are as follows:

Summer 2021

Service	Price
Dining Hall Breakfast	\$ 8.91
Dining Hall Lunch	\$ 11.39
Dining Hall Dinner	\$ 12.94
Catered Breakfast	\$ 11.50
Catered Lunch	\$ 16.10
Catered Dinner	\$ 23.00
Refreshment Breaks	\$ 6.84

65% of the survey respondents indicate that they provide a discount for internal clients. The mean value for discounts to internal clients is 26%.

In contrast, only 8% of the survey respondents indicate that they provide a discount for external, non-profit clients. The mean value for discounts to external, non-profit clients is 23%.

KU's reported rates for dining are as follows:

⁸ National benchmark data provided using the results of the *ACCED-I 2016 Benchmarking Survey on Conferences* sponsored by the Association of Collegiate Conference and Events Directors – International and adjusted for inflation using the May 2016 through May 2021 Consumer Price Index data for the category, "Full service meals and snacks."

KU - Summer 2022

Service	Price
Dining Hall Breakfast	\$ 6.00
Dining Hall Lunch	\$ 9.00
Dining Hall Dinner	\$ 9.00
Catered Breakfast	\$ 10.25
Catered Lunch	\$ 16.00
Catered Dinner	\$ 19.75
Refreshment Breaks	N/A

Variance

Service	Price
Dining Hall Breakfast	-32.69%
Dining Hall Lunch	-20.96%
Dining Hall Dinner	-30.45%
Catered Breakfast	-10.88%
Catered Lunch	-0.64%
Catered Dinner	-14.14%
Refreshment Breaks	N/A

As highlighted by various stakeholders throughout the visit, food service at KU is of good, consistent quality, even during the summer months. Looking at the variance table above shows that the traditional dining plan meals are an outstanding value. Meal rates are anywhere from 20.96% to 32.69% lower than the national average. There is clearly capacity to raise the prices for dining to within 5-10% of the national average, given the quality of KU's food service and dining facilities. Knowing that this would represent a challenge for certain budget-conscious groups, the price increase could be implemented across two or three years to give groups the chance to plan. Newly booked groups can pay the increased rates immediately.

Catered meals are slightly below the national averages and are more difficult to compare to benchmarked rates due to the wide variety of options available for something like a

KU – JAYHAWK COMMUNITY PARTNERS

‘Catered Breakfast.’ As an organization, Union Dining can do a more detailed benchmarking of its catered rates against competitors should any of the variances listed above cause concern.

RENTAL RATES

The national benchmark data for meeting room rental prices⁹ are as follows:

Summer 2021 - External For-Profit

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	\$ 45.56	\$ 138.97	\$ 199.35
Meeting Room	\$ 65.50	\$ 227.82	\$ 341.74
Ballroom	\$ 220.71	\$ 569.56	\$ 1,139.12
Stadium/Arena	\$ 185.11	\$ 740.43	\$ 1,537.82
Auditorium	\$ 142.39	\$ 478.43	\$ 740.43
Outdoor Fields	\$ 96.83	\$ 301.87	\$ 399.26
Chapel Hours	\$ 113.91	\$ 569.56	\$ 569.56
Other	\$ 142.39	\$ 398.69	\$ 797.39

Summer 2021 - External Non-Profit

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	\$ 33.03	\$ 100.76	\$ 144.53
Meeting Room	\$ 47.49	\$ 165.17	\$ 247.76
Ballroom	\$ 160.01	\$ 412.93	\$ 825.86
Stadium/Arena	\$ 134.20	\$ 536.81	\$ 1,114.92
Auditorium	\$ 103.23	\$ 346.86	\$ 536.81
Outdoor Fields	\$ 70.20	\$ 218.85	\$ 289.47
Chapel Hours	\$ 82.59	\$ 412.93	\$ 412.93
Other	\$ 103.23	\$ 289.05	\$ 578.10

⁹ National benchmark data provided using the results of the *ACCED-I 2016 Benchmarking Survey on Conferences* sponsored by the Association of Collegiate Conference and Events Directors – International and adjusted for inflation using the May 2016 through May 2021 Consumer Price Index data for the category, “Services less energy services.”

Summer 2021 - Internal

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	\$ 11.44	\$ 34.88	\$ 50.04
Meeting Room	\$ 16.44	\$ 57.18	\$ 85.78
Ballroom	\$ 55.40	\$ 142.96	\$ 285.92
Stadium/Arena	\$ 46.46	\$ 185.85	\$ 385.99
Auditorium	\$ 35.74	\$ 120.09	\$ 185.85
Outdoor Fields	\$ 24.30	\$ 75.77	\$ 100.21
Chapel Hours	\$ 28.59	\$ 142.96	\$ 142.96
Other	\$ 35.74	\$ 100.07	\$ 200.14

67% of the survey respondents indicate that they provide a discount for internal clients. The mean value for discounts to internal clients is 75%. (Many survey respondents provide facility rental at no cost to internal clients.)

In contrast, only 39% of the survey respondents indicate that they provide a discount for external, non-profit clients. The mean value for discounts to external, non-profit clients is 27.5%.

KU's reported rates for meeting space are as follows:

KU - External For-Profit - 2022

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	\$ 6.00	\$ -	\$ -
Meeting Room	\$ -	\$ -	\$ 203.60
Ballroom	\$ -	\$ -	\$ 945.00
Auditorium	\$ 60.00	\$ -	\$ -

Variance

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	-86.83%		
Meeting Room			-40.42%
Ballroom			-17.04%
Auditorium	-57.86%		

KU - External Non-Profit - 2022

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	\$ 6.00	\$ -	\$ -
Meeting Room	\$ -	\$ -	\$ 203.60
Ballroom	\$ -	\$ -	\$ 945.00
Auditorium	\$ 60.00	\$ -	\$ -

Variance

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	-81.84%		
Meeting Room			-17.82%
Ballroom			14.43%
Auditorium	-41.88%		

KU – JAYHAWK COMMUNITY PARTNERS

KU - Internal - 2022

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	\$ 4.00	\$ -	\$ -
Meeting Room	\$ -	\$ -	\$ 101.80
Ballroom	\$ -	\$ -	\$ 472.50
Auditorium	\$ 42.00	\$ -	\$ -

Variance

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	-65.03%		
Meeting Room			18.68%
Ballroom			65.26%
Auditorium	17.52%		

KU - Edwards Campus - 2022

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	\$ 55.00	\$ 198.00	\$ -
Ballroom	\$ 155.00	\$ 490.00	\$ -
Auditorium	\$ 155.00	\$ 455.00	\$ -

Variance

Type of Facility	Hourly Rate	Half-Day Rate	Full-Day Rate
Classroom	20.71%	42.47%	
Ballroom	-29.77%	-13.97%	
Auditorium	8.86%	-4.90%	

The following observations can be made about meeting room pricing at KU:

KU – JAYHAWK COMMUNITY PARTNERS

- Classroom and Auditorium rates on the Lawrence Campus, which are charged and recovered to a central account, are well below the national averages in all cases except when compared to the benchmarked rate for internal clients. The current rates look to be the result of a cost accounting exercise, as opposed to market-reflective pricing. The consultant team recommends establishing market-competitive rates, using the benchmarked data above, to charge to external clients when using KU classrooms and auditoriums. While it may be tempting to base costs on square footage, facility condition, etc., the consultant team recommends keeping the meeting space rates as simple as possible, such as having one rate for all classrooms with less than 50 seats and one rate for all classrooms with 50 or more seats, instead of trying to have different rates for the variety of different sized spaces available across campus.
- Ballroom and Meeting Room rates in the KU Memorial Union below the national averages in most cases for external clients, and above the national averages for internal clients. It is important to note, however, that the rates used in the tables above are averages of all possible rates for each category and did not account for student use of the space at \$0 per event. Anecdotally, the Union has access to numerous tools that allow them to set rates according to true industry benchmarks and regional competition.
- Pricing at the Edwards Campus ranges anywhere from 42.47% above the national average to 29.77% below the national average, depending upon category and hourly or half-day rate. Given the outstanding quality of the meeting facilities provided, the consultant team has no concerns about rates charged.

AUDIO-VISUAL RATES

In today's marketplace, audio-visual is a key component to attracting and servicing new clients. The ACCED-I Survey does not provide standard benchmarks for audio-visual pricing. Based on experience, Unique Venues uses the following rates as a comparison:

	External Rate	Internal Rate
Video Projection	200.00	100.00
Laptop	75.00	40.00
Blu-ray/DVD	30.00	15.00
Podium and Microphone	50.00	25.00
Microphones	15.00	7.50
Easel	20.00	10.00
Ethernet Access	40.00	40.00

The consultant team recommends that the team at KU review these rates and determine if changes need to be made at either the KU Memorial Unions or within central IT.

REVENUE POTENTIAL – UNIVERSITY OF KANSAS

In reviewing the materials available to the consultant team related to the historical revenues and expenses of meetings and events at the Lawrence Campus, there was very little information available. Part of this appears to be due to changes in staffing and personnel in the past three years, and part of this appears to be due to a lack of tracking meetings and events activity as a standalone cost center, as opposed to a larger piece of revenues and expenses for large service units such as Housing and the KU Memorial Union. Given the impact of the pandemic and the absence of meetings and events for much of the past two years, it does not seem practical to try and recreate data from fiscal periods prior to FY 2020. Instead, using the limited data available, the consultant team has estimated that annual gross revenues before the pandemic on the Lawrence Campus were likely in the range of \$1.2-\$1.8 million annually. Data at the Edwards Campus was more readily available with gross revenues listed at nearly \$230,000 annually.

Using these baselines for existing meeting and events activity, most of which should return beginning in Summer 2022, the consultant team projects gross revenues for Fiscal Years 2023-2025, based on:

- Implementation of a pricing increase at KU to bring housing and dining rates in line with national averages
- Implementation of the staffing and operational recommendations in this report
- Aggressive implementation of the activities in the Sales Action Plan,
- An annual attrition rate of 20% representing one-time meetings and events

With those assumptions, the following revenue projections are provided:

	FY 2022-2023	FY 2023-2024	FY 2024-2025
Revenues			
Housing	796,700	1,140,100	1,924,300
Food Service	708,200	1,013,400	1,710,500
Meeting Space - Lawrence	177,000	253,300	427,600
Meeting Space - Edwards	288,600	464,100	805,900
Other	88,500	126,600	213,800
Total Revenues	2,059,200	2,997,800	5,082,200

KU – JAYHAWK COMMUNITY PARTNERS

Individual categories of revenue are provided by taking the gross revenue and allocating industry standards of 45% of a total invoice to housing revenues, 40% of a total invoice to food service revenues, 10% to meeting space revenues, and 5% to other revenue generating activities. The Edwards Campus revenues relate directly to all activities for a meeting or event as housing and food service are not provided. Achieving the projections listed here will **add** the following to KU's existing profile:

Annual Cumulative Net Gain¹⁰

	<u>Headcount - Lawrence</u>	<u>Bednights</u>	<u>Headcount - Edwards</u>
FY 2022-2023	3,150	3,150	3,600
FY 2023-2024	11,900	13,300	9,600
FY 2024-2025	26,400	34,000	19,000

	<u>Day Events - Lawrence</u>	<u>Overnight Events - Lawrence</u>	<u>Day Events - Edwards</u>
FY 2022-2023	21	7	36
FY 2023-2024	74	29	96
FY 2024-2025	150	75	190

It is important to note that the numbers above are cumulative, meaning that KU can expect to generate 34,000 bednights in FY 2025, through 75 overnight events, **in addition to** the bednights generated in existing programs prior to the pandemic. A complete breakdown of the number of events added via the Sales Action Plan can be found in Appendix B.

While gross revenues show modest growth in FY 2023 and FY 2024, growth accelerates significantly in FY 2025 as all the activities in the Sales Action Plan are implemented, and as groups that have booked 2-3 years out are realized on campus. Provided that investments into marketing and outreach remain at consistent levels, the revenue growth will continue in successive years, with an estimate of potential gross revenues at \$7.5 million in FY 2026 and \$10 million in FY 2027.

¹⁰ Cumulative net gain is calculated by taking the prior year's headcount/bednights/events (after FY 2023), factoring in a 20% attrition rate, and adding in the new headcount/bednights/events based on the projections in the Sales Action Plan.

These numbers are impressive as gross revenue estimates; however, the more important number would be the net revenue to KU after expenses. Without reliable data, the consultant team is unable to provide a concrete estimate of the potential net revenue available each fiscal year. However, industry data indicates that a successful collegiate meetings and events program can expect to generate a margin of between 20%-50% based on how well the program is able to scale to accommodate large numbers of attendees, and how efficiently the program is able to execute a large volume of meetings and events. Using a 20% margin on the \$5.1 million in gross revenue in FY 2025 yields a net of \$1 million to KU, while a 50% margin yields more than \$2.5 million. In conversations with the Chief Financial Officer, the university expects to adopt a strategy where new net annual revenue is shared between central administration and the various service providers, after base costs are covered. Base costs will be established through a cost accounting exercise and adjusted as needed on an annual basis. In this way, all service providers and cost centers are incentivized to operate as efficiently as possible to achieve the highest possible margin and generate new net revenue beyond base costs.

The efficient management of expenses should be an initial point of emphasis for Jayhawk Hospitality, with the support of senior leadership. This includes scheduling facilities efficiently to minimize labor costs, communicating effectively with facilities personnel to reduce utility usage where possible, eliminating duplication of services across the Lawrence Campus among the service units, utilizing student employees and interns whenever possible to save on salaries and fringe benefits, and targeting larger profile groups where the economy of scale of planning any meeting or event generates a much higher return on any investments into the planning and execution of that event. Expenses should be closely tracked during FY 2023 to establish an initial margin for Jayhawk Hospitality, with work then done to identify areas of inefficiency where improvements can be made.

The activation of the Sales Action Plan and the growth described above does come at a cost. Strategic investments into the necessary staffing and operations are essential to achieving an increase in gross revenues. The details of the startup costs for Jayhawk Hospitality follows:

KU – JAYHAWK COMMUNITY PARTNERS

	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
Startup Costs				
Labor	47,300	283,000	370,900	421,300
Operating Expenses	20,800	35,500	50,700	85,600
Marketing & Promotion	-	24,000	43,200	54,900
Total Expenses	68,100	342,500	464,800	561,800

Assumptions

- Labor – expenses for staff employed directly in the service of meetings and events through Jayhawk Hospitality.
 - FY 2022 – assumes 25% of the salary¹¹ for the Director, 10% of the salary for the Sales & Marketing Manager, and 300 student hours at \$12/hour.
 - FY 2023 – assumes 100% of the salary for the Director and Sales & Marketing Manager, 50% of the salary for an Event Coordinator, and 1,000 student hours at \$12/hour.
 - FY 2024 – assumes 100% of the salary for the Director, Sales & Marketing Manager, and one Event Coordinator, 50% of the salary for the second Event Coordinator, and 1,200 student hours at \$12/hour.
 - FY 2025 – assumes 100% of all professional staff salaries and 1,500 student hours at \$12/hour.
- Operating Expenses – expenses for the general operations of Jayhawk Hospitality for things like supplies, transportation, etc. Estimated at 2% of total Lawrence Campus revenues.
- Marketing & Promotion – expenses for all marketing and promotional activities, including collateral, memberships, advertising, travel, and sponsorship, as described in the Sales Action Plan.

As reflected above, this investment is clearly worth it for KU. Some of the most successful programs in the collegiate conferencing industry include Yale University, with \$22 million in annual gross revenues, University of Maryland, College Park, at \$16 million in annual

¹¹ Salary amounts include the base salary as listed in the staffing recommendations and a fringe benefit rate of 25% for professional staff plus \$12,000 for direct health and dental coverage, and a fringe benefit rate of 3% for student staff.

gross revenues, and Purdue University, at more than \$12 million in annual gross revenues. While they all have a competitive advantage over other collegiate conferencing programs, such as reputation, geographic location, or housing capacity, they all went through a similar process to establish a one-stop shop, eliminate campus barriers, and invest into marketing and outreach activities on a year-round basis. While it will take several years for KU to achieve the kind of success these programs have, it is certainly achievable.

The university can also exceed the projections in the pro forma by adding purpose-built facilities to the campus that support the growth and execution of meetings and events year-round. This includes facilities like campus hotels, dedicated conference centers, and new special event space. These facilities can either be campus owned, or they can public-private ventures that ensure the availability of rooms for the university's use, provide a designated university rate, and/or provide a financial return to the university for related business. Colleges and universities typically have one of the largest meeting spaces in town with their main campus ballroom, enabling it to hold events that most other facilities are unable to host. Adding to the inventory of spaces that provide options for meetings and events, either those sponsored by the community, or those brought in externally from other regions, can provide a significant financial return over time as market rates are charged and campus services such as catering, technology, parking, and registration are included.

SUMMARY

The financial analysis demonstrates the potential for long term revenue generation and growth, with minimum initial investments, under the current set of circumstances at the University of Kansas and in partnership with Explore Lawrence.

The national industry average for housing occupancy rates during a summer conference season is 34%. The occupancy rate at KU during Summer 2019¹² was estimated at less than 10% of total available capacity across a 10-week summer conference season. Given the quality of housing, dining, meeting, and recreational facilities at KU, and its reputation as both an academic and athletic institution, the goal should be to exceed the

¹² Occupancy rate estimated by multiple stakeholders during the interviews conducted on site, as specific group headcount and bednight information is not easily accessible.

national average by 5-10% for a total occupancy rate of 40% or more. Doing so would far exceed the projections made above. Adding purpose-built facilities to campus, as noted above, would also create opportunity to exceed the revenue projections listed.

Implementing the activities in the attached Sales Action Plans will begin to move the needle towards the industry averages and generate more positive net revenue for KU. The key to doing so is making the initial investments in staffing, as outlined in the staffing recommendations, as soon as feasible. It will take 1-2 years of aggressive implementation of the Sales Action Plan to achieve the projected return on investment. Any delay in the hiring of key positions would require an adjustment of the assumptions in the financial analysis and a recalculation of the revenue potential on an annual basis.

Most important, though, is embracing the vision of the one-stop shop for meetings and events. Without an institutional commitment from senior leadership to make this a priority, and the support from senior leadership to direct stakeholders to participate in the task forces to review space utilization, prioritization, and booking practices, it will be impossible to achieve the projections listed above. If, however, the institution can remove barriers and streamline the process for meeting planners to identify KU as a destination for meetings and events, access information about facilities and services, book a camp or conference on the timeline they expect, receive outstanding service from one office tasked with managing their event, and receive one invoice with all charges, the projections in the financial analysis can easily be exceeded.

Consult Team

Joel Huff
Director of Consulting
Tel: 520-274-8960
Email: joel@uniquevenues.com

Chuck Salem
CEO & Co-Owner
Tel: 571-789-0011
Email: chuck@uniquevenues.com

Company Information

Unique Venues
18766 John J. Williams Highway, STE 4, #327
Rehoboth Beach, DE 19971
Tel 814.254.1310
www.uniquevenues.com

KU – JAYHAWK COMMUNITY PARTNERS

Appendix A: Sales Action Plan Details

SUMMARY - GENERAL MARKETING

Initiative	Year One		Year Two		Year Three		Total	
	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
M1 - Collateral	3,000	-	-	-	500	-	3,500	-
M2 - Website	-	-	-	-	-	-	-	-
M3 - Photography	1,200	-	400	-	400	-	2,000	-
M4 - Videography	-	-	3,000	-	-	-	3,000	-
M5 - Surveys	-	-	3,000	-	1,500	-	4,500	-
M6 - YouTube	300	-	400	7,000	500	16,000	1,200	23,000
M7 - LinkedIn	-	-	-	-	-	-	-	-
M8 - Facebook	-	-	-	-	-	-	-	-
M9 - Pinterest	-	-	-	-	-	-	-	-
M10 - Twitter	-	-	-	-	-	-	-	-
M11 - Blog Pages	-	-	-	-	-	-	-	-
M12 - CRM	900	-	1,000	-	1,100	-	3,000	-
M13 - Lost Business Follow-up	-	-	-	51,000	-	99,000	-	150,000
M14 - Site Prospecting	-	-	-	56,000	-	108,000	-	164,000
M15 - Referrals (Peers)	-	-	-	-	-	79,000	-	79,000
M16 - Referrals (Clients)	-	-	-	12,000	-	47,000	-	59,000
M17 - CVB - Lawrence	-	-	-	52,000	-	94,000	-	146,000
M18 - CVB - Edwards	200	-	200	6,000	200	10,000	600	16,000
M19 - Alerts	-	-	-	-	-	-	-	-
M20 - Unique Venues (Membership)	2,400	90,000	2,600	198,000	2,800	283,000	7,800	571,000
M21 - Unique Venues (Conference)	2,000	-	2,000	-	2,000	-	6,000	-

KU – JAYHAWK COMMUNITY PARTNERS

M22 - Sales Blitz	1,000	16,000	1,500	86,000	2,000	136,000	4,500	238,000
TOTAL	11,000	106,000	14,100	468,000	11,000	872,000	36,100	1,446,000

DETAIL - GENERAL MARKETING

Initiative	Description	Notes
M1 - Collateral	Using the vision established for KU, develop marketplace-specific sales collateral that is informative, compelling, and reflects the target markets you wish to attract. Two digital brochures are recommended - one for professional meetings and events, and one for youth programs. These can be made available to planners on your website and sent to planners as part of outreach campaigns or in response requests for information.	Design, Layout, Copywriting (with refresh as needed) \$1,500 per 8-page digital brochure (Printing costs would be additional.)
M2 - Website	See the recommendation specific to the Website in the full report under the Operational Recommendations section	Website costs Note: It is assumed that KU provides support for webpage development, therefore no costs are listed. If external resources are required, the cost to create a website is estimated at \$20-\$25K.

KU – JAYHAWK COMMUNITY PARTNERS

M3 - Photography	<p>Hire a professional photographer or on-campus staff to take a series of photographs to be used on your webpage, future social media platforms, and digital collateral pieces. Photos should highlight for conference and meeting planners the greatest assets of each venue and the local area. Take photos of meeting and special event areas set up with guests and exterior photos that show the venue architecture. Make sure that all photos used in marketing and sales are marketplace relevant. A Unique Venues profile will increase viewership and allow you to host the photos on the profile page.</p>	<p>Estimated costs for professional photographer and photos in the Lawrence area, based on a one-day photoshoot, with ongoing refresh costs as needed.</p>
M4 - Videography	<p>Produce a video for Jayhawk Hospitality focusing on summer conference opportunities. A video should be your 60-90 second elevator pitch that highlights marketplace specific features as well as the advantages and benefits of your campus venues as destinations for meetings and events. These can be produced using photographs or live video depending on budgetary constraints. Link this video to all future social media, and your Jayhawk Hospitality webpage. Refresh the videos every two to three years.</p>	<p>Estimated costs for video production (based on 40 hours of work)</p>

M5 - Surveys	<p>Utilizing your designated campus surveying tool, Qualtrics, ensure that all clients are surveyed immediately following their event. A sample of possible questions for this survey is included in the Sales Action Plan introduction. Additionally, in Year Two, consider investing in one-touch feedback devices that can be deployed at various service points of an event that ask one question, such as, "How was the quality of your meal?", or "How satisfied are you with your registration check-in?". Using these devices allows for immediate feedback and service adjustments and can help coach staff on providing a higher level of service.</p>	<p>Estimated costs for three feedback kiosks - https://www.happy-or-not.com/en/smiley-terminal/</p>
M6 - YouTube	<p>Set up a YouTube Channel (https://www.youtube.com/create_channel) for Jayhawk Hospitality. In addition to the sales-focused video (recommended above), generate videos that are event-focused tours of facilities, interviews with key staff members, spotlights on food and beverage, client testimonials, etc. Ensure that they are informative, personable, and worth sharing. Post these on your YouTube Channel and website and share links to your YouTube Channel with clients as you send email correspondence. Place overlay ads on your videos offering current specials to drive bookings. Place a link in each ad so that viewers can click straight through from the overlay ad.</p>	<p>Estimated costs for overlay ads, based on potential clicks per ad</p>

KU – JAYHAWK COMMUNITY PARTNERS

M7 - LinkedIn	<p>Create a LinkedIn page for Jayhawk Hospitality.</p> <p>Develop an engagement plan for sharing resources via LinkedIn and encourage on-campus clients and service providers to follow this page.</p> <p>Link your page to all campus client pages in addition to contracted external customers, prospective clients, and key industry professional individual pages. LinkedIn is a great networking opportunity and can establish your presence as an authoritative voice in the meetings and events industry. Keep your page fresh, use it to share Jayhawk Hospitality content, and invite current customers and prospective customers to connect with you.</p>	Determine a presence and voice for your page and map out a strategy for keeping content fresh and current
M8 - Facebook	<p>Create a Facebook page for Jayhawk Hospitality.</p> <p>Develop a Facebook presence for Jayhawk Hospitality and keep your page fresh and active. Focus on all aspects of conferences and events at KU. This page can eventually be the virtual hub for all of your social media outreach, i.e. video tours, announcements, contests, special offers, photos, event invitations, and more. By linking to your webpage, you will increase your page's SEO rankings in Google as well. Make sure there is a link to your page from other related KU department/university Facebook pages. Post a minimum of once per week and a maximum of three times per week to encourage engagement and avoid Facebook fatigue. Finally, be certain to invite all new, current, and past clients to "Follow/Like" your page.</p>	Determine a presence and voice for your page and map out a strategy for keeping content fresh and current

KU – JAYHAWK COMMUNITY PARTNERS

<p>M9 - Pinterest</p>	<p>Pinterest drives 33% more traffic to shopping sites than Facebook, and 200% more than Twitter. Consumers referred by Pinterest are also 10% more likely to make a purchase at an e-commerce site than those referred by Facebook. (https://99firms.com/blog/pinterest-statistics/) It is a great tool to showcase the KU campuses and the versatility of your facilities to meeting and event planners.</p> <p>Create a Pinterest page for Jayhawk Hospitality. Pin photos of the campus, various setups, and creative ideas for meeting setups, banquets, and social gatherings such as weddings. Also, show experiences available on campus and throughout the greater Lawrence and Kansas City areas. Pinterest also serves as a pass-through site to push traffic back to your website. Upload a pin and link that pin back to your website. This will not only increase your web traffic but also enhance your SEO.</p>	<p>Determine a presence and voice for your page and map out a strategy for keeping content fresh and current</p>
<p>M10 - Twitter</p>	<p>Create a Twitter account for Jayhawk Hospitality. By establishing hashtags relevant to Jayhawk Hospitality and specific conferences and events, attendees and the public can follow on-campus functions. However, the most compelling reason for remaining active is for the purpose of Google recognizing Jayhawk Hospitality as an authoritative voice in the industry. For efficiency, you can link your Facebook and Twitter accounts and share the same posts across both platforms.</p>	<p>Determine a presence and voice for your account and map out a strategy for keeping content fresh and current</p>

KU – JAYHAWK COMMUNITY PARTNERS

M11 - Blog Pages	<p>Establish a blog page for Jayhawk Hospitality. Post regularly (at least once per month) with emphasis on campus facilities, catering, and other benefits to utilizing your services. This will not only enhance your search engine optimization but will give you positive exposure on the web. Also blog on student accomplishments at KU and awards and recognition obtained by the University. Once per quarter, post one "authoritative voice" post. For instance, write a Blog on Five Tips for Site Selection. This helps demonstrate to Google that you are knowledgeable in your industry which increases your presence in Google searches and may result in sidebar content displayed. Work with industry professionals who have active blogs to provide guest posts as well.</p>	Establish blog, post, and seek guest bloggers
M12 - Customer Relations Management System (CRM)	<p>It is critical to the success of all activities in the Sales Action Plan to create a strong database of potential clients and aggressively pursue the data mining activities throughout this plan, entering all planner/organization information into the system. Even if an institution-wide CRM is not available, it is recommended that you explore options for viable CRM that can be used to collect contact data and manage outreach campaigns and select one that fits your budget. There are several affordable options in the marketplace, depending upon the product scope desired. Some of the most widely used options include Hubspot, Zoho, Streak, Insightly, Pipedrive, Salesforce, and FreeAgent. Many of them offer a small business option for one licensed user in the range of \$25-100 per month, with most feature sets available.</p>	Estimate for one license at \$75 per month.

<p>M13 - Lost Business Follow-up</p>	<p>Knowing which clients you have lost and why you lost them, whether current, past, or proposals not closed, is important information to track. In Year One, establish a categorical system for analyzing the reasons for lost business. Some suggested categories include:</p> <ul style="list-style-type: none"> Chose Another Venue (Drop Down of Competitors) Cost Prohibitive Conflict (Drop Down of Options) Cancelled No Response (Drop Down of Options) Catering Insurance Policy Compliance Other (Drop Down of Options) <p>It is important to use this information for change. It is encouraged to report each quarter on the reasons for lost business and to develop at least one action per month to address the most prevalent reason for the lost business. This is important to stay ahead of.</p> <p>In Year Two, review all lost business and business turned away. Follow up on future business by making sales calls by phone or in person. Include lost business in all CRM drip campaigns.</p>	<p>Use your selected CRM tool to build-out tracking for lost business.</p>
--------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------

KU – JAYHAWK COMMUNITY PARTNERS

<p>M14 - Site Prospecting</p>	<p>Search competitor web sites for event calendars and conduct an Internet search using competitor phone numbers to uncover qualified leads. (Groups will sometimes list the venue's telephone number so that attendees can register or get information. To do this, research your competition's booking telephone numbers and put this into the Google search bar.) Identify recurring meetings and events to target for outreach. Contact groups to see if there are any opportunities for meeting at KU, either through moving business to the region via new business or through referrals. Keep in mind that your competitors may also be prospecting your site. We suggest not providing public information for conferences and events booked at KU that are not open to the public so that competitors cannot harvest your business.</p>	<p>Monthly competitor search</p>
<p>M15 - Referrals (Peers)</p>	<p>Develop a relationship with local and regional campuses, hotels, or convention centers that you feel provide a high-quality conference experience. The purpose of this relationship is to cross-refer potential clients to one another. If you cannot accommodate a group, it is still worthwhile to keep the business in the Lawrence or statewide economic base. Likewise, develop a peer set of similar venues throughout the USA for cross-referrals for larger summer conference business. Some groups may be on a rotation, and you can become a referral venue for the Midwest. When selecting campuses for referrals, remember that for some business your peers will be other public institutions, while other referral partners may be private institutions who may not be academic peers, but leaders in conference and event services.</p>	

KU – JAYHAWK COMMUNITY PARTNERS

M16 - Referrals (Clients)	Ask planner clients for referrals and use in sales activity. A variety of testimonials should be kept on file including testimonials for overall service, catering, accommodations, etc. Utilize these testimonials for marketing as well as sales outreach.	
M17 - CVB Membership - Lawrence	<p>Explore Lawrence does not have "members" in the traditional sense. Any potential business or organization involved in the Lawrence meetings industry can be identified and highlighted as a part of their outreach efforts. Explore Lawrence is prepared to partner closely with KU to bring more meetings and events to the community by leveraging the volume of housing, dining, and meeting spaces on campus. Historically, they have had groups that could be a good fit for campus, but found it difficult to access a point of contact for coordination in the bidding and outreach process.</p> <p>Work with the team at Explore Lawrence to participate in CVB activities, cross-refer potential meeting and event opportunities, and promote the Lawrence campus as a destination for meetings and events, especially those that would not normally fit in local hotels or meeting/special event venues.</p>	Membership is free

KU – JAYHAWK COMMUNITY PARTNERS

<p>M18 - CVB Membership - Edwards</p>	<p>Join Visit KC as a Listing Partner to create a listing for the Edwards campus in the directory of meeting and event venues. As a Listing Partner you will receive regular communication from Visit KC, have access to a local media list, appear on the interactive neighborhood map on VisitKC.com, and receive requests for proposals when appropriate.</p> <p>Attend some of the VisitKC events, including the quarterly orientation, partner-to-partner networking events (for referral business), and educational events. Build a relationship with the staff at VisitKC, especially the agent assigned to the education market, and promote the Edwards campus as a destination for meetings and events.</p>	<p>Listing Partner Membership - \$150</p>
<p>M19 - Conference Alerts</p>	<p>Prospect upcoming conferences worldwide at www.conferencealerts.com. This website provides valuable information such as where and when the conference is being held, the website for the conference, a brief conference description, and who organizes the conference. You can search not only by location but by conference topic. Find conferences that are relevant to KU and make contact to host future events. Subscribe to this website to receive monthly conference alerts. Add all potential clients to your CRM for marketing and sales.</p>	<p>Subscription is free</p>

KU – JAYHAWK COMMUNITY PARTNERS

<p>M20 - Unique Venues (Membership)</p>	<p>Third-party marketplaces dominate the top of search results for meetings and events venues. As the only third-party marketplace dedicated to serving the non-traditional, unique venue, Unique Venues is the preferred marketplace for conference and events operations at colleges and universities. It is recommended that KU purchase an expanded profile with lodging for the Lawrence campus, and an expanded profile without lodging for the Edwards campus.</p> <p>As a member, log onto the Unique Venues Client Dashboard weekly to review opportunities. Surf the Open RFP page for potential business at least once per week. In addition, post monthly news and hot deals for additional web and planner exposure. Visit your dashboard frequently and meet with a Unique Venues representative quarterly to be sure that all your client benefits are being utilized.</p>	<p>Expanded Profile with Lodging - \$1,695 Expanded Profile without Lodging - \$895</p> <p>Multiple Listing Discount - 10%</p>
<p>M21 - Unique Venues (Conference)</p>	<p>Attend the Unique Venues Annual Marketing Conference. This will provide you with a great networking opportunity. In addition, being sales and marketing based, the educational content of this event will be of great value.</p>	<p>There is a small registration fee to cover the cost of meals and transportation while on site. All educational content is provided free of charge to Unique Venues clients. All additional travel costs are the responsibility of the client.</p>

KU – JAYHAWK COMMUNITY PARTNERS

M22 - Sales Blitz	<p>Develop offsite sales blitz campaigns for the following:</p> <p>Kansas City (non-profit/association and corporate) Topeka (non-profit/association and government)</p> <p>Recommend making sales calls once per month (as described in the Government, Corporate, and Association sections), focusing on the most promising leads in either Kansas City or Topeka.</p> <p>Put together a list of prospective customers/planners and reach out to them in advance for a meeting date/time. Be sure to take all your sales material and go prepared. Do your homework, know as much as possible about their business and the meetings and events that they plan. Know what venues they have used in the past and what their requirements have been. Make KU a sound choice for them.</p>	Estimated travel and hospitality costs
-------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------

KU – JAYHAWK COMMUNITY PARTNERS

SUMMARY - INTERNAL

	Year One		Year Two		Year Three		Total	
Initiative	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
I1 - Faculty/Staff Survey	300	-	300	-	300	-	900	-
I2 - Sales Calls	600	14,000	700	58,000	800	150,000	2,100	222,000
I3 - Professional Organizations	600	9,000	700	16,000	800	72,000	2,100	97,000
I4 - LPE Coordination	-	-	-	-	-	-	-	-
I5 - Alumni Outreach	-	-	400	19,000	400	76,000	800	95,000
I6 - Internal Programs	-	-	-	37,000	-	102,000	-	139,000
I7 - Open House	-	-	4,000	14,000	6,000	109,000	10,000	123,000
I8 - Orientation Packet	-	-	1,300	-	1,800	-	3,100	-
I9 - Admissions Outreach	-	-	-	-	-	-	-	-
I10 - Admissions Survey	-	-	-	-	-	-	-	-
TOTAL	1,500	23,000	7,400	144,000	10,100	509,000	19,000	676,000

KU – JAYHAWK COMMUNITY PARTNERS

DETAIL - INTERNAL

Initiative	Description	Notes
I1 - Faculty/Staff Survey	Using Qualtrics, implement an annual faculty/staff email survey for the purpose of uncovering potential business from within the KU community, specifically what associations and organizations that faculty and staff are members of, both on and off campus. The survey should contain no more than ten questions and each question should be concise. Conduct a prize drawing from those surveys that are completed. Follow up with non-respondents with a reminder email and a phone call.	Prize/give-away (i.e., \$100 Bookstore Gift Card)
I2 - On-Campus Sales Calls	Using information from the Faculty/Staff survey, conduct a minimum of ten in-person sales calls (total) within the KU community each quarter to these areas: Alumni, Academic departments, Student Affairs, Public Relations, Registrar, Dean's Offices, President's Office, Athletics, and Student Organizations. Conduct bi-monthly email blasts to campus contacts highlighting incentive packages and upcoming events.	Estimated costs for email blast design, small giveaways
I3 - Professional Organizations	In addition to the Faculty/Staff Survey, check with the Business/Accounts Payable Office to learn what professional association dues and memberships the University is paying for faculty and staff. Upon receiving this list, reach out to the staff member who is associated with the organization and educate them to the opportunities for meetings, conferences, and social events at KU. Some may have local meetings for day business, and others may have summer overnight conferences. In all cases, educate the university community as to how you can help them host their professional meetings and conferences.	Estimated costs for sales collateral (printing) and small giveaway

<p>I4 - Lifelong & Professional Education Coordination</p>	<p>The Conference and Events team in Lifelong & Professional Education (LPE) can assist faculty, staff, students, and external individuals with the development and planning of the full program agenda for any meeting, conference, workshop, training, or event, and assist with marketing on a client's behalf. Develop a strong working partnership with LPE to accomplish three goals:</p> <ol style="list-style-type: none"> 1. Include support from an Event Coordinator in LPE in proposals to prospective clients that require full meeting planning assistance (beyond basic logistics). 2. Provide logistical support to LPE conferences and events to make the scheduling of space and execution of events through a central Jayhawk Hospitality office more efficient for both parties. 3. Coordinate marketing and outreach efforts to attract clients that require full meeting planning services, especially those faculty and staff in the KU community who are discovered through the other activities in this section of the Sales Action Plan. 	
----------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

KU – JAYHAWK COMMUNITY PARTNERS

<p>I5 - Alumni Sponsorship and Specials</p>	<p>Connect with the KU Alumni Association and explore opportunities to promote KU as a destination for conferences and events - both hosted by and attended by KU alumni. Possible marketing opportunities include:</p> <ul style="list-style-type: none"> + Placing an ad in the Kansas Alumni print or digital magazine, mailed to more than 28,000 households each quarter, promoting the opportunity to host meetings and events on campus, or provide though leadership with an article about planning and hosting meetings at KU + Placing a digital banner ad in the Crimson + Blue email newsletter sent monthly to 62,000+ alumni + Sending a Special Offer e-mail to all alumni (130,000+) introducing Conferences and Events with an incentive for alumni to host their professional and individual events at KU, such as 10% off booked business with the code provided in the email 	<p>Estimated costs for ad design (Additional costs may be necessary for placement based on Alumni Association policies)</p>
<p>I6 - Internal Programs</p>	<p>Meet with department heads throughout the university community and discuss the possibility of their department facilitating a new summer program, especially an overnight camp. These types of programs can be financially beneficial to not only Conferences and Events but to the sponsoring department as well or can satisfy their public service mission. Internally facilitated programs will highlight the campus' expertise in various academic areas and premier programs across the university.</p>	

KU – JAYHAWK COMMUNITY PARTNERS

17 - Open House	Schedule open house events to showcase the KU campuses. Highlight available meeting spaces, housing, dining options, and additional services for the KU community. Use the Faculty/Staff survey information to target attendees for the event. This event should be held annually and include workshops to help internal planners understand the features, advantages, and benefits of your services. Have your staff take the attendees to all relevant facilities to tour and enjoy refreshments.	Electronic invitation or email alert will have minimal cost. Catering and small give-away costs
18 - Orientation Packet	Arrange with Human Resources to provide the contact information for all new hires on campus. Target relevant faculty and staff members with an orientation packet and personal welcome from a Conferences and Events staff member. Invite the new faculty and staff to a quarterly lunch to introduce your services. Some desktop memento may also be provided.	Small give-away costs and printing costs for orientation packet. Lunch costs may also be incurred but possibly KU Dining can provide complimentary food for this purpose.

<p>I9 - Admissions Outreach</p>	<p>Admissions is very willing to partner with Conferences and Events to promote KU as a destination for meetings and events. Work with them to execute the following strategies:</p> <ul style="list-style-type: none"> + Market sports camps and other academic programs to the pre-college database to increase registrations + Market other KU conferences and events that are open to the public to the influencer database to increase registrations + Coordinate a presentation to all camps and conferences by an Admissions recruiter <p>These activities are designed to expose individuals to KU at the earliest possible age, generating interest in a KU education and increasing the potential that they apply to KU when they reach college age.</p>	
<p>I10 - Admissions Survey & Tracking</p>	<p>To best evaluate soft ROI from conferences and events, Admissions can ask prospective students if they or a family member have ever attended a conference, camp or event at KU, and if attendance increased their interest in applying for admission. Admissions should report the results back to Conferences and Events on a quarterly basis for evaluation.</p> <p>Additionally, Admissions currently gathers names for approximately 50% of attendees at youth camps and conferences. Conferences and Events should work closely with Admissions to increase that number and track as many youth participants as possible to estimate the recruitment impact of meetings and events at KU.</p>	

KU – JAYHAWK COMMUNITY PARTNERS

SUMMARY - ASSOCIATION

Initiative	Year One		Year Two		Year Three		Total	
	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
A1 - Events in America	400	-	400	-	400	-	1,200	-
A2 - Great Nonprofits	-	-	-	-	-	-	-	-
A3 - ASAE National	500	-	500	-	500	-	1,500	-
A4 - KSAE	200	-	200	-	200	-	600	-
A5 - KCSAE	200	-	200	-	200	-	600	-
A6 - Prospecting (Association)	500	43,000	1,000	95,000	2,000	104,000	3,500	242,000
A7 - FAM Tour	-	-	3,500	15,000	5,000	94,000	8,500	109,000
A8 - 2-1-2 Campaign	2,000	60,000	3,000	104,000	4,500	162,000	9,500	326,000
A9 - Google Ads	1,200	16,000	1,200	55,000	600	109,000	3,000	180,000
TOTAL	5,000	119,000	10,000	269,000	13,400	469,000	28,400	857,000

DETAIL - ASSOCIATION

Initiative	Description	Notes
A1 - Events in America	Events in America (www.eventsinamerica.com) is an online directory of trade shows, meetings, conferences, and conventions in America. Utilize this tool to identify potential customers for your campus. Search for events relevant to your campus. The search on this site is free, however, a membership will allow you to see event details, pricing and contact information.	Annual Membership Fee for Full Access - \$349 * * Pricing as of 2020. Membership pricing is no longer openly displayed on the website.

KU – JAYHAWK COMMUNITY PARTNERS

<p>A2 - Great Nonprofits</p>	<p>Visit the website Great Nonprofits (greatnonprofits.org) to identify non-profit and charitable organizations in Kansas and the Midwest.</p> <p>(https://greatnonprofits.org/state/Kansas). A location is given for all those listed. Reach out to these groups to inquire about regional and national meetings and conferences being held that may be a fit for KU. Use the data here to build your database of Association contacts.</p>	
<p>A3 - American Society of Association Executives (National)</p>	<p>Join ASAE at http://www.asaecenter.org as your central location for accessing the association market. Opportunities include exhibiting, partnerships, advertising, etc. This organization gives your campus the opportunity to connect with decision-makers through their member directory. Use your membership to build your database of Association contacts.</p>	<p>Industry Partnership Membership - \$475 per year</p>
<p>A4 - Kansas Society of Association Executives (KSAE)</p>	<p>This is the statewide planner association organization for KU: https://ksaenet.wildapricot.org/. This is a good organization to affiliate with and to access data to build your database of Association contacts.</p> <p>Once involved, consider hosting an event on campus. While many events are currently scheduled to be virtual for members, in normal times KSAE holds multiple events per year that you may be able to host or sponsor, such as the Annual Conference, Lunch & Learns, the Ice Cream Social, and Meeting Planner Roundtables.</p> <p>For information about sponsorship: https://ksaenet.wildapricot.org/Sponsor-Opportunities</p>	<p>KSAE Supplier Membership - \$195/year</p> <p>Recommended for the Lawrence campus.</p>

KU – JAYHAWK COMMUNITY PARTNERS

<p>A5 - Kansas City Society of Association Executives (KCSAE)</p>	<p>This is the local planner association organization for KU: https://www.kcsae.org/. Similar to KSAE above, KCSAE will provide additional contacts for the CRM and additional sponsorship opportunities for an audience local to Kansas City. While each campus may hold the primary supplier membership for each association, potential business opportunities can be shared across both. For information about advertising: https://www.kcsae.org/partners/advertising/</p>	<p>KSAE Supplier Membership - \$155/year</p> <p>Recommended for the Edwards campus.</p>
<p>A6 - Prospecting (Association)</p>	<p>Using lead sources outlined in this section, conduct sales calls on associations across Kansas, focusing primarily on Topeka and Kansas City, with at least ten telephone sales calls per week and ten outside sales calls per quarter. Encourage them through outreach and discounting to patronize KU for events, business meetings, and conferences.</p>	<p>Travel Costs and Small Giveaway (split with Corporate and Government)</p>
<p>A7 - FAM Tour</p>	<p>Organize a FAM (short for familiarization) tour of the KU campus for association prospects mined from the activities above. Send invitations to this group. This event will consist of a tour of all available campus facilities, lunch, packet of informational materials, and a small collateral piece. This will not only introduce the facilities but will allow these decision makers the opportunity to explore your venue. Note that we suggest you offer your own private FAM tour as opposed to participating in a cooperative FAM tour with other venues and area businesses.</p>	<p>Estimated costs for outreach, lunch, and small gift</p>

KU – JAYHAWK COMMUNITY PARTNERS

<p>A8 - 2-1-2 Campaign</p>	<p>Using the prospects collected through the initiatives listed in this section, incorporate a 2.1.2 campaign for this target market. This campaign would include two email blasts with a targeted theme and message, one postcard mailer designed to match the theme and design of the email campaign, and two weeks of follow up phone calls. Refer to the SAP Introduction for specific instructions on facilitating this initiative.</p>	<p>Consider using a service such as modernpostcards.com for this service or if possible, your own in-house print shop. Estimated printing, design, and mailing costs</p>
<p>A9 - Google Ads</p>	<p>Run targeted Google Ads marketing KU as a destination for meetings and events for association planners. It is suggested that this be an ongoing (12-month) campaign to start, split between Corporate events and Association events. As bookings increase, the campaign cycle can be adjusted to 6-month or 3-month campaigns to help fill available space. Unique Venues can assist with running Google Ad campaigns as a part of its marketing services.</p>	<p>Unique Venues Google Ad Campaigns:</p> <p>3 Month Run - \$595 6 Month Run - \$1195 12 Month Run - \$2,395</p>

KU – JAYHAWK COMMUNITY PARTNERS

SUMMARY - GOVERNMENT

Initiative	Year One		Year Two		Year Three		Total	
	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
G1 - Contract Registration	-	-	-	-	-	-	-	-
G2 - Prospecting (Government)	-	-	-	-	-	-	-	-
G3 - Political Parties	-	-	-	-	-	-	-	-
G4 - 2-1-2 Campaign	800	9,000	1,200	25,000	1,600	45,000	3,600	79,000
TOTAL	800	9,000	1,200	25,000	1,600	45,000	3,600	79,000

DETAIL - GOVERNMENT

Initiative	Description	Notes
G1 - Contract Registration	If the campus is not already registered, you must obtain a Duns & Bradstreet (DUNS) ID number to be placed on the government contracts and suppliers' listings. A DUNS number can be acquired by going to https://www.dnb.com/duns-number/get-a-duns.html . This system will first check to see if your venue is a registered contractor for the government before assigning you an ID number.	
G2 - Prospecting (Government)	Conduct a search of government offices at https://www.statelocalgov.net/state-ks.cfm . A complete listing of government offices can be found. Given your proximity to the state capitol in Topeka, there may be governmental meetings, retreats, workshops, and hearings that would welcome the opportunity to meet in the facilities on either the Lawrence or Edwards campus.	

KU – JAYHAWK COMMUNITY PARTNERS

<p>G3 - Political Party Outreach</p>	<p>Political parties often look to hold a wide variety of events on college and university campuses, including debates, open house forums, rallies, announcements, and even early voting or election day polling stations. If allowable by university policy, contact the individual parties in Kansas regarding the availability of the Lawrence and Edwards campuses for political events throughout the year. They can direct you to individual candidates for federal, state, and local offices within their party and the campaign headquarters of these individuals.</p> <p>Democratic Party - https://kansasdems.org/ Republican Party - https://kansas.gop/ Libertarian Party - https://www.lpks.org/ Green Party - http://www.kansasgreenparty.org/</p>	
<p>G4 - 2-1-2 Campaign</p>	<p>Using the prospects collected through the initiatives listed above, incorporate a 2.1.2 campaign for this target market. This campaign would include two email blasts with a targeted theme and message, one postcard mailer designed to match the theme and design of the email campaign, and two weeks of follow up phone calls. Refer to the SAP Introduction for specific instructions on facilitating this initiative.</p>	<p>Consider using a service such as modernpostcards.com for this service or if possible, your own in-house print shop. Estimated printing, design, and mailing costs</p>

KU – JAYHAWK COMMUNITY PARTNERS

SUMMARY - SMERF

Initiative	Year One		Year Two		Year Three		Total	
	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
S1 - Data Mining	-	-	-	-	-	-	-	-
S2 - Church Bulletins	-	-	-	-	1,000	16,000	1,000	16,000
S3 - AllConferences	-	-	-	-	-	-	-	-
S4 - Internal Development	-	-	300	-	300	-	600	-
S5 - Greek Life	-	-	1,200	-	1,200	-	2,400	-
S6 - Facebook Ads	-	-	1,000	58,000	1,500	97,000	2,500	155,000
S7 - Prospecting (SMERF)	500	60,000	800	104,000	1,200	148,000	2,500	312,000
S8 - 2-1-2 Campaign	2,000	56,000	3,000	90,000	4,000	134,000	9,000	280,000
TOTAL	2,500	116,000	6,300	252,000	9,200	395,000	18,000	763,000

DETAIL - SMERF

Initiative	Description	Notes
S1 - Data Mining	Using Yellowpages.com, search for churches in Lawrence and surrounding areas. Enter data for youth leaders, women's leaders, head religious leader, music leaders and other key leadership positions for outreach in targeted campaigns. Use the data here to build your database of Religious contacts.	Yellow Pages has 156 listings for places of worship in Lawrence and 1457 in the greater Kansas City metro. Focus your outreach on youth retreats and adult retreats, and signature events.
S2 - Church Bulletins	Post in large religious organization newsletters or local church bulletins about the services KU has to offer for conferences and events. This may bring in business not only from the churches themselves, but also from members who may have needs for space through their company or other organization.	Costs for printing

KU – JAYHAWK COMMUNITY PARTNERS

<p>S3 - AllConferences</p>	<p>This site (AllConferences.com) is a global conference directory showcasing over 100,000 conferences, conventions, trade shows, exhibits, expos and seminars. The search is free. Be sure to research educational and military (under Society) groups and add relevant potential clients to your CRM.</p>	
<p>S4 - Internal Development</p>	<p>Provide an incentive to campus faculty to develop new and expand existing business in this market. Use faculty and staff affiliations to bring Social, Military, Educational, Religious and Fraternal groups to campus. An idea for incentives would be quarterly prize drawings, such as a gift certificate to the bookstore, for faculty/staff members who filter hot leads to your department. While most of this is external business, consider a first-time booking discount for internal campus community members.</p>	<p>Incentive Costs</p>

KU – JAYHAWK COMMUNITY PARTNERS

<p>S5 - Greek Life Organizations</p>	<p>Reach out to the fraternity and sorority leadership at KU to investigate the possibility of hosting regional or national conferences and events. Either invite them to a luncheon or get on the agenda for the IFC and Panhellenic meetings and share information about how you can assist them in hosting a meeting or event.</p> <p>Whenever possible, obtain the contact information for leadership at the national level who are involved with the planning for those events.</p> <p>If you are unable to get good information from your local chapter leadership, you can obtain contact information for national leadership by going to the national chapter pages and looking for names/addresses:</p> <p>https://www.npcwomen.org/about/our-member-organizations/ https://nicfraternity.org/member-fraternities/</p>	<p>Cost for an annual luncheon for fraternity and sorority leadership.</p>
<p>S6 - Facebook Ads</p>	<p>Develop Facebook ads targeting Social, Educational, and Religious meetings and events and launch them periodically throughout the year. The average cost per click (CPC) in 2019 for the Travel & Hospitality industry was \$0.63, with an average 2.82% conversion rate. Even a moderate budget can go a long way towards attracting new clients.</p>	<p>Budgeted CPC for Facebook Ads</p>
<p>S7 - Prospecting (SMERF)</p>	<p>Utilizing the contacts gained through prospecting and data mining from the above sources, make direct sales calls to these groups and engage in an awareness building campaign.</p>	<p>Travel Costs and Small Giveaway</p>

KU – JAYHAWK COMMUNITY PARTNERS

S8 - 2-1-2 Campaign	Using the prospects collected through the initiatives listed above, incorporate a 2.1.2 campaign for this target market. This campaign would include two email blasts with a targeted theme and message, one postcard mailer designed to match the theme and design of the email campaign, and two weeks of follow up phone calls. Refer to the SAP Introduction for specific instructions on facilitating this initiative.	Consider using a service such as modernpostcards.com for this service or if possible, your own in-house print shop. Estimated printing, design, and mailing costs
--------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------

KU – JAYHAWK COMMUNITY PARTNERS

SUMMARY - YOUTH

Initiative	Year One		Year Two		Year Three		Total	
	Budget	ROI	Budget	ROI	Budget	ROI	Budget	ROI
Y1 - Testing Programs	-	3,000	-	4,500	-	6,000	-	13,500
Y2 - SuperCamp	-	-	-	-	-	-	-	-
Y3 - Road Scholar	-	-	-	-	-	-	-	-
Y4 - Envision	-	-	-	-	-	-	-	-
Y5 - US Performing Arts	-	-	-	-	-	-	-	-
Y6 - Prospecting (Youth)	-	28,000	-	56,000	-	84,000	-	168,000
TOTAL	-	31,000	-	60,500	-	90,000	-	181,500

DETAIL - YOUTH

Initiative	Description	Notes
Y1 - Testing Programs	Build test prep training program bookings by reaching out to the ACT and ETS organizations that schedule and book academic testing programs like ACTs and SATs as well as LSATs and MCATs.	
Y2 - SuperCamp	<p>Contact SuperCamp (www.supercamp.com). They offer residential Middle School Camps, High School Camps, College Summer Camps and Parent Support Camps. Inquire about the possibility of your venue hosting one of these camps. *</p> <p>* Residential camps are currently paused due to the pandemic.</p>	

KU – JAYHAWK COMMUNITY PARTNERS

Y3 - Road Scholar	Road Scholar, the not-for-profit leader in educational travel since 1975, offers 5,500 educational tours in all 50 states and 150 countries. Contact this organization to be a site for their program. The website is www.roadscholar.org or phone 800-454-5768. Go to http://pdf.roadscholar.org/institute-network/RSIN_HowToHostLLIConf_Jun13.pdf for information on hosting a Lifelong Learning Institute Conference.	
Y4 - Envision	Envision offers leadership-based programs on college and university campuses throughout the United States. Contact them to introduce them to your campus and offer to bring them to your campus for a visit. These camps are long term (minimum of a week) and bring top level academic students to campus providing you a great enrollment marketing opportunity. For more information, visit https://www.envisionexperience.com/program-catalog .	
Y5 - US Performing Arts	US Performing Arts Camps is considered the premier top tier summer program for training young people in the arts. Contact this group (http://www.usperformingarts.com/) regarding your venue as a site for future summer programs.	
Y6 - Prospecting (Youth)	Utilizing the contacts gained through prospecting and data mining from the above sources, make direct sales calls to these groups and engage in an awareness building campaign.	

Appendix B: Sales Action Plan Breakdown by Event Type

	<u>General</u>	<u>Internal</u>	<u>Corporate</u>	<u>Association</u>	<u>Government</u>	<u>SMERF</u>	<u>Youth</u>	<u>Total</u>	<u>Cumulative Total</u>
<u>Year One</u>									
Edwards - Day	6	4	8	10	2	6	0	36	36
Lawrence - Day	4	3	5	4	1	4	0	21	21
Lawrence - Overnight	2	0	0	2	0	2	1	7	7
<u>Year Two</u>									
Edwards - Day	15	10	15	12	5	11	0	68	104
Lawrence - Day	17	10	12	10	3	6	0	58	79
Lawrence - Overnight	9	2	1	5	0	5	2	24	31
<u>Year Three</u>									
Edwards - Day	24	22	23	18	10	17	0	114	218
Lawrence - Day	25	21	18	14	5	8	0	91	170
Lawrence - Overnight	18	9	4	10	0	8	3	52	83

Appendix C: Housing Rates Comparison - 2021

Summer 2021

Double Room	Residence Hall with AC and Shared Bathroom	Residence Hall with AC and Private Bathroom	Residence Hall w/o AC but with Shared Bathroom	Residence Hall w/o AC but with Private Bathroom
External, For Profit	\$ 37.25	\$ 49.00	\$ 31.94	\$ 33.19
External, Non-Profit	\$ 29.80	\$ 39.20	\$ 25.55	\$ 26.55
Internal	\$ 29.05	\$ 38.22	\$ 24.91	\$ 25.88

Single Room	Residence Hall with AC and Shared Bathroom	Residence Hall with AC and Private Bathroom	Residence Hall w/o AC but with Shared Bathroom	Residence Hall w/o AC but with Private Bathroom
External, For Profit	\$ 55.87	\$ 73.49	\$ 47.91	\$ 49.78
External, Non-Profit	\$ 44.70	\$ 58.80	\$ 38.33	\$ 39.82
Internal	\$ 43.58	\$ 57.33	\$ 37.37	\$ 38.83

Add-ons	
Linen Set (per day)	\$ 10.46

KU - Youth - Summer 2022

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Double Room				
External, For Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
External, Non-Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
Internal	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Single Room				
External, For Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
External, Non-Profit	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00
Internal	\$ 22.00	\$ 26.00	\$ 30.00	\$ 36.00

Add-ons	
Linen Set (per day)	\$ 3.50

Variance

Double Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	-40.93%	-46.93%	-19.45%	-26.52%
External, Non-Profit	-26.17%	-33.67%	0.68%	-8.16%
Internal	-24.27%	-31.97%	3.26%	-5.80%

Single Room	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
External, For Profit	-60.62%	-64.62%	-46.30%	-51.02%
External, Non-Profit	-50.78%	-55.78%	-32.88%	-38.77%
Internal	-49.52%	-54.64%	-31.16%	-37.20%

Add-ons	
Linen Set (per day)	-66.55%

KU - Adult - Summer 2022

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Double Room				
External, For Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
External, Non-Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
Internal	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Single Room				
External, For Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
External, Non-Profit	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00
Internal	\$ 25.00	\$ 31.00	\$ 33.00	\$ 41.00

Add-ons	
Linen Set (per day)	\$ 3.50

Variance

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Double Room				
External, For Profit	-32.88%	-36.73%	-11.40%	-16.32%
External, Non-Profit	-16.10%	-20.91%	10.75%	4.60%
Internal	-13.95%	-18.88%	13.59%	7.28%

	Tier 1 Hall with AC and Shared Bathroom	Tier 1 Hall with AC and Private Bathroom	Tier 2 Hall with AC and Shared Bathroom	Tier 2 Hall with AC and Private Bathroom
Single Room				
External, For Profit	-55.25%	-57.82%	-40.93%	-44.21%
External, Non-Profit	-44.07%	-47.27%	-26.17%	-30.27%
Internal	-42.63%	-45.92%	-24.27%	-28.48%

Add-ons	
Linen Set (per day)	-66.55%

Appendix D: Schedule of Meetings



UNIVERSITY OF KANSAS ON-SITE SCHEDULE

Tuesday – November 16

~4:00p – Tour of Edwards Campus
Joel and Chuck to meet Lauren Baxter at Regnier Hall
12610 Quivira Road
Overland Park, KS
66213

DAY 1 (17th)

7:30a – 10:45a Campus Tour

Mallot Room – Kansas Union

11:00a-11:45a Unions & Dining

12p – 12:45p Lunch

1:00p-1:45p Edwards

2:00p-2:45p Alumni

3:00p-3:45p Athletics

KU – JAYHAWK COMMUNITY PARTNERS

4:00p-4:45p Event Management & Protocol

5:30p-7:00p Happy Hour hosted by Explore Lawrence (location TBD)

DAY 2 (18th)

9:15a – 9:45a Chancellor Girod and Jeff DeWitt (Regents Room)

Mallot Room

Alderson Auditorium

10:00a-10:45a

Registrar

Admissions

11:00a-11:45a

Housing

12:00p – 12:45p – Lunch

1:00p-1:45p

IT

Rec Services

2:00p-2:45p

Operations

3:00p-3:45p

Public Affairs/Marketing

Financial Services

4:00p-4:45p

JCP and others

4:45p

Team departs