

Investment Fund for Core Needs (IFCN)

Entry #225

A. PROPOSAL SUMMARY

Title: Conferences & Events Revenue Allocation & Cost Recovery

Project Lead Name: Steve Miller
Administration & Finance
Project Lead email address: sdmiller@brockport.edu

Amount Requested: \$23500

Checked

Name of Sponsor 1: Beau Willis
Administration and Finance

Name of Sponsor 2: Katy Wilson
Enrollment Management and Student Affairs

Name of Sponsor 3:

A-1. Description of the Initiative

It is proposed that a purchase of (\$23,500) be made for configuration labor and business process consultation to implement the Billing and Invoicing features of EMS. The software necessary for this feature is already owned by The College; this project will configure the data and workflow necessary for implementation. The work to be done will include:

- Assessment & Discovery of the As-Is and Desired business process
- Data Gathering & System Configuration
- Systems Workflow Design & User Training
- Testing, Preparation & Support for Operational Go-Live

A-2. Impact Statement: What change will this project deliver in the short term? What are the expected longer term impacts?

It is increasingly important that The College realize the most value in the use of its facilities and services to achieve its mission. Gaining an understanding of events-related costs and their associated value has been difficult due to a lack of effective processes and means to track, invoice, and receive payment for the use of College facilities and services. This effort will enable the Conferences and Events Enterprise to measure and understand its revenue/cost performance related to events management.

Currently many of the units that manage College venues rely on rental revenues to meet budgetary obligations: Intercollegiate Athletics, Campus Recreation, Student Union and Activities, and Residential Life/Learning Communities. This cost/profit center structure drives a need for the Conference and Event Enterprise to generate revenue for the College. Moreover, this structure provides incentives to directors and venue managers to be creative and entrepreneurial to generate business while meeting their primary business objective of student success. A robust conference and events program can augment these efforts and provide additional revenue for cost recovery and support of programs.

However, unanswered questions remain related to cost recovery, allocation of multiple venues and resources to revenue generating events, revenue allocation, and resource allocation. Primary scope focus will be given to venues, services, and resources in this cost/profit center structure.

The positive impacts of this project will be assessed through the following metrics:

- 1) Number of in-scope events reporting a measurement of ROI.
- 2) Reports of in-scope venue, service, and resource utilization.
- 3) Decreasing number of events not scheduled and executed in EMS.

B. STRATEGIC ALIGNMENT

B-1. To be a Great College at which to Learn

Great campus events are a key component in the development and maintenance of our collaborative, inclusive learning relationships within and outside the classroom. While these events can be of value in achieving the mission of The College, it will be important to choose and deliver events in a way that maximizes their value for the funds that are committed.

B-2. To be a College engaged with its Community

This project would enhance connections among departments as they collaboratively provide a sustainable environment for attracting, scheduling, organizing, and delivering events at The College. By providing an improved user experience with the Events Enterprise, The College would realize improvement in the quality & quantity of its events. In addition this effort will:

Provide accurate & timely information to College community members interested in hosting events at The College.

Better serve our community members and demonstrate a welcoming, relationship building posture to the outside community.

B-3. To be a Sustainable Institution for the 21st Century

This project will enable the Conferences & Events Enterprise to provide a clear understanding of event cash flow, through reliable capture and accounting of costs and revenues. A clear idea of revenue/cost will enable departments to intelligently pursue additional revenue opportunities.

In the face of ever-increasing operational cost pressures, it will be essential to the mission of The College to eliminate the wastes of over-processing, motion, waiting, and defects in the delivery of College events.

Efficiency gained in the execution of events will provide additional revenue opportunities for departments.

B-4. To be a Great College at which to Work

This project will provide College employees with needed tools to: assess event ROI, pursue continual improvement, and increase team engagement and collaboration.

Successful implementation will promote excellent and effective working relationships through shared governance and broader understanding of event delivery costs.

C. IMPLEMENTATION PLAN AND BUDGET

C-1. Identify the specific activities to be funded from the Investment Fund, estimated time-line for implementation, and for activities anticipated to be ongoing, plans for continued funding.

Item 1: Contractual Services

Item 1 Amount: \$21000

Item 2: Travel (by contractor)

Item 2 Amount: \$2500

Item 3:

Item 3 Amount: \$

Item 4:

Item 4 Amount: \$

Item 5:

Item 5 Amount: \$

Item 6:

Item 6 Amount: \$

Item 7:

Item 7 Amount: \$

Item 8:

Item 8 Amount: \$

Item 9:

Item 9 Amount: \$

Item 10:

Item 10 Amount: \$

TOTAL EXPENSES, ALL ITEMS: \$23500

Matching Fund: \$

In-Kind Services: Provide FTE and name of personnel who have committed to in-kind services.

0.3 FTE - Steve Miller (BASC)

0.2 FTE - Monica Dailey (BASC)

0.2 FTE - Jeff Collins (BASC)

0.2 FTE - Student Union and Activities staff

0.1 FTE - Campus Recreation staff

0.1 FTE - Athletics staff

0.1 FTE - Accounting office staff

D. ASSESSMENT PLAN:

D-1. What are the anticipated outcomes and specific measurements for success?

Project metrics will include:

1) Percent of in-scope events reporting a measurement of ROI.

Except for one-off measurements, no events currently measure and report ROI (return on investment).

We will identify and track in-scope ROI.

2) Reports of in-scope venue, service, and resource utilization.

3) Decreasing number of events not scheduled and executed in EMS.

There are a number of in-scope events that are being planned in advance, without entry in EMS, which are entered on a catch-up basis without

4) Defect rate for all activities. Defects in process flow and execution will be identified and tracked, with the expectation that the team will determine cause and address.

E. ADDITIONAL INFORMATION

E-1. Please provide any additional information to assist in the review of the proposal, including why the initiative cannot be funded from divisional resources.

Project Lead: This effort will be led jointly by Kim Haines (SUA) and Steve Miller (BASC).

Upload up to three supplemental files here (not required): [On file]

Signature of Project Lead: [on file]

Email: sdmiller@brockport.edu

Signatures of sponsors are on file in the Administration and Finance Division.

Sponsor 1 Comments:

Sponsor 2 comments:

Sponsor 3 Comments:

Date Created: 2017-03-22 15:47:32