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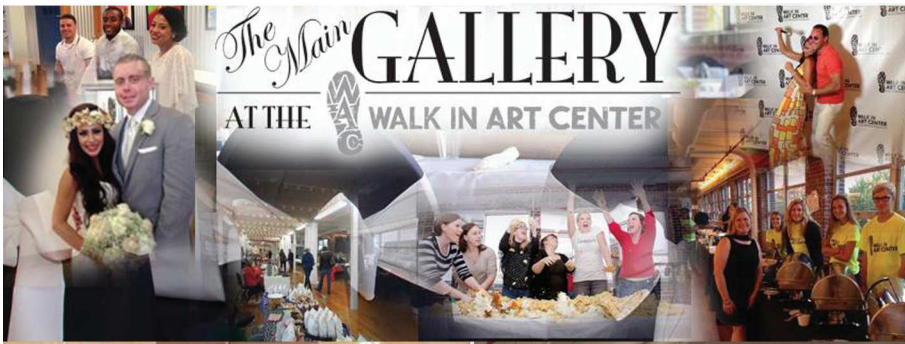
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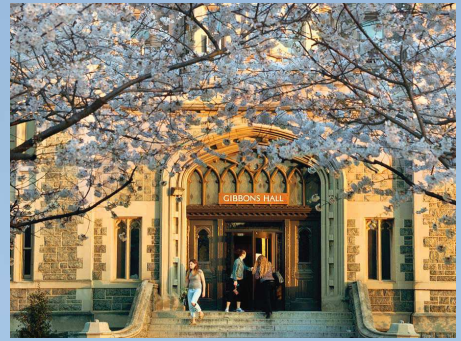
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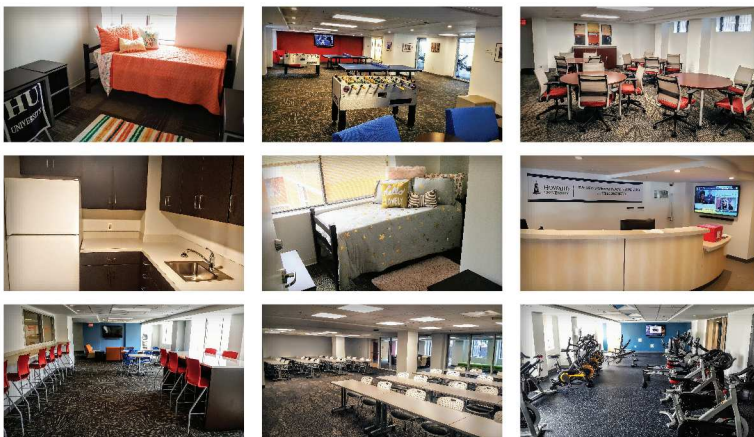
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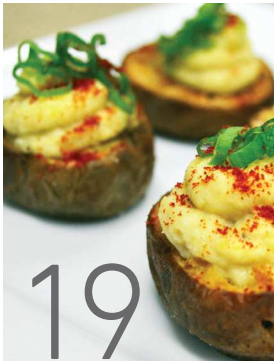
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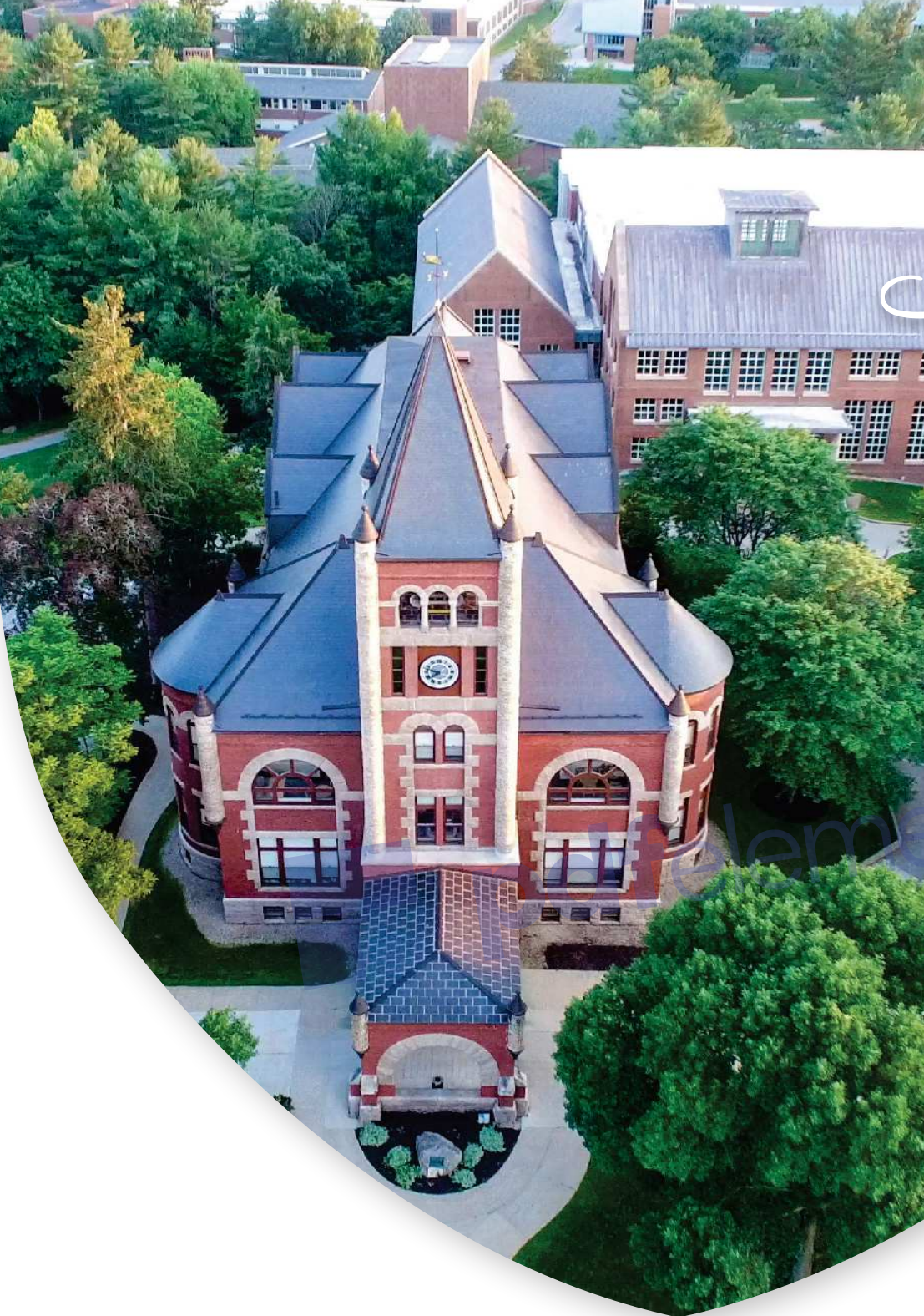
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PUBLISHER'S *Letter*



"Accessibility for all." When we were putting together our feature story for this issue, I had to pause and think about that statement. As an able-bodied person, I know I can take simple things for granted when I attend a meeting or an event—being able to open the door to each conference room or walk up the stairs to a breakout session, for example, or even just being able to read the menus at mealtime and hearing a keynote speaker without any extra effort. The fact that 1 in 5 Americans is reported to have a disability of some kind is staggering, and is proof that this industry can do better in making sure everyone feels comfortable when they are in attendance.

Venues are on the front lines of making this happen. I have seen where some fall short. My husband, Jerry, skis every Sunday with a young man, named Zach, who has cerebral palsy and uses a sit ski since he has very little use of his legs and arms. They compete together in the Special Olympics here in Colorado, which is a fantastic event, but some of the many frustrations Jerry shares after a day with Zach are the small challenges like finding a spot near the building to park or navigating his wheelchair around the lodges because of limited, obstructed pathways, often full of gear. This takes more time to plan for than figuring out how to help Zach ski and compete!

It's shocking that what could be considered very simple tasks are most often the ones overlooked. And it had me thinking about how many traditional venues probably operate in the same way—most likely not intentionally, but it's easy to dismiss these services when you don't find yourself navigating the world in the same way as a person with a disability.

For our feature story, we talk to several groups, from the National Special Olympics Canada Games and the Illinois Wheelchair Sports Camps, held at the University of Illinois (which has a long history of progressive thought about programs for the disabled), to find just how much campuses are ahead of the curve when providing buildings and services that make every attendee feel welcome. For example, residence hall bathrooms with shower seats for those in wheelchairs or providing ample transportation with lifts for getting attendees from point A to point B. It's just further proof of how our niche market considers all the small details that make a big difference to someone else.

Michele Nichols, Founder
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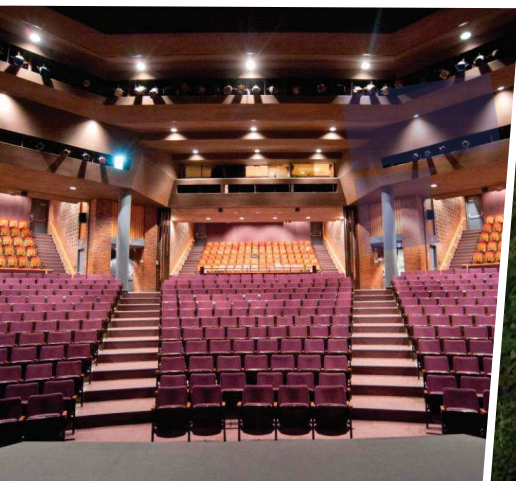
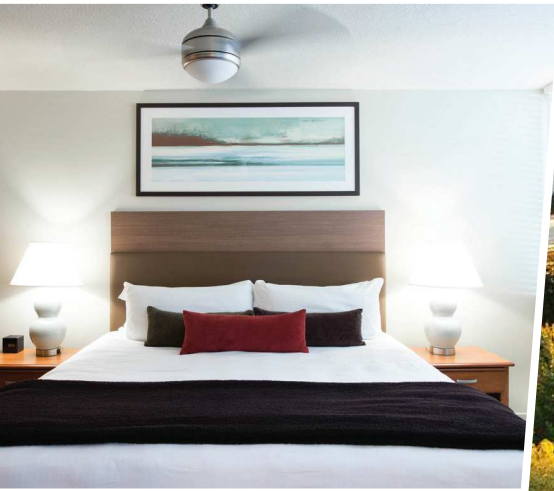
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CLIFF NOTES EXPERT ADVICE

Safe MEETING Spaces

Creating an anti-harassment policy for your next meeting or event

In late 2017, the #MeToo movement rocked America, spreading through Hollywood's elite circles and then to the world of politics and even shaking up everyday people that were unified in taking a stand against sexual harassment. As the movement has proven, no industry is spared or given a pass anymore when it comes to bad behavior, including the meetings and events industry.

"You have to have policies in place," affirms Jonathan T. Howe, ESQ, president and founding partner of Howe & Hutton, Ltd. and general counsel for MPI, ISES, and other organizations within the meetings profession. "You always want people who are attending to feel comfortable," he continues, and feel that they can trust that your functions are ones where they can feel safe and where harassment will not be allowed. "You don't want to have a reputation that your events are a bad environment to be in."

Even though Howe admits that, as a third party organization, a planner is not legally responsible if harassment allegations arise (unlike an employer-employee relationship), it's still a smart move especially given the times we now live in where people in decision making roles have to protect those they represent. "We see so often in program materials to drink responsibly, it's not a bad idea to also include to act responsibly with social interplay," says Howe. Here are more of his tips.



JONATHAN T. HOWE, ESQ., President & Founding Partner of Howe & Hutton, Ltd., is well known as an author/speaker. He is a frequent speaker for ASAE, FSAE, and others. He serves as general counsel for MPI as well as ISES, SITE, and for the U. S. Chamber Committee of 100, among others. As the founder, past president, and board member

of the Academy of Hospitality Industry Attorneys, Jon was named as the first recipient of its Hospitality Industry Attorney of the Year Award. He is legal editor for Meetings & Conventions, The Law and the Planner, and special advisor to the American Bar Association Standing Committee on Meetings and Travel.

1 Create a policy: Establish a formal policy about what you will not accept and how you will address the situation when someone feels they have been harassed and what kind of response they might expect. Also important is to make sure you have a policy for how the accused will be treated with an equal opportunity to respond.

2 Develop a code of conduct: Be forthright with attendees about what is acceptable if they are going to attend your meeting and explain that if it's not followed you reserve the right to have the person removed from the meeting.

3 Disseminate the info: Make sure attendees are clear on the anti-harassment policy. Put it in written materials that are delivered to attendees or in the meeting app so they are aware there is a policy in play.

4 Conduct leadership training: Howe says there are many effective training programs that can be done as a group exercise to ensure everyone is on the same page about what behavior is proper and can discern when even innocent-seeming situations arise. "If you have a speaker who says, 'We've been sitting here for an hour, I want everyone to get up and turn to your left and give that person a shoulder massage,' some might take offense to that," says Howe as one example.

5 Get solid advice: Howe recommends always consulting with a lawyer or HR team to see what they recommend in these situations and to have them review policy materials before they go out to the public.

6 Know if you're covered: As an independent planner, it's also essential to ensure that the organization you work for has a policy in play. **uv**

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**69 Summer
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**316 Meeting
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**600 Parking
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CLIFF NOTES FOOD FOR THOUGHT

DEVEILED *New* Potatoes

Courtesy of Boston University (Boston, MA)

For Spring, light dishes and appetizers like this creative take on deviled eggs are great for luncheons, cocktail receptions, and graduation parties. Because the recipe doesn't actually feature eggs, it's vegan and also gluten-free.



Makes 24 servings.

INGREDIENTS:

- 1.5 cups canned garbanzo beans, drained (reserve liquid)
- 2 lbs. small red potatoes (approx. 12)
- 1/4 tsp. black pepper
- 1/4 tsp. kosher salt
- 1 Tbsp. dijon mustard
- 1/4 tsp. ground cumin
- 1/4 tsp. onion powder
- 1/4 tsp. paprika (additional for garnish)
- 1/4 tsp. ground turmeric
- 3 Tbsp. lemon juice
- 2 cloves minced garlic

DIRECTIONS:

1. Preheat oven to 400 degrees Fahrenheit.
2. Scrub potatoes and slice in half.
3. Lay potatoes evenly, cut side up, on a cookie sheet and bake for 40 minutes.
4. Drain the chickpeas, reserving the juice, and rinse.
5. Add chickpeas to blender along with garlic, lemon juice, mustard, and spices, and pulse until thoroughly mixed.
6. Add bean liquid, 1 Tbsp. at a time, until desired consistency to create the hummus.
7. Add more lemon juice and/or mustard to taste, as well as salt and pepper to taste.
8. Once potatoes are finished baking, allow to cool, and carefully scoop out the middle of each.
9. Using a pastry bag (or a Ziploc bag), fill hollowed out potatoes with hummus mixture.
10. Garnish with paprika and serve. **uv**

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CLIFF NOTES HAPPY HOUR



Courtesy of The University of Scranton
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INGREDIENTS:

- 2 parts vodka
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1. Add all ingredients to a glass and stir.
2. Add a splash of 7-Up to top it off.

Makes 1 serving. uv

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CLIFF NOTES FLASHBACK PHOTO



OLD-FASHIONED *Glamour*

The story of Huddleston Ballroom at the University of New Hampshire

In any given year, UNH's Durham campus hosts large numbers of events in its marquee Huddleston Ballroom, from weddings and reunions to political speakers and conferences. But the history of this gilded room—with large arched windows and an original fireplace—goes back to 1919. This is the year the ballroom opened, only five years after Eric T. Huddleston was first appointed as UNH's supervising campus architect. The ballroom, housed in Huddleston Hall, was the first of many buildings he helped erect on campus up until his retirement in 1946, a time during which he also

helped create the first college-level architectural program in northern New England.

Originally, Huddleston Ballroom served as a dining hall on campus, as seen in this photo from 1922. It served this role until 2003 when it was transformed into an event space. Ironically, UNH's current president is named Mark Huddleston, though there's no relation to the visionary behind this special venue. [uv](#)

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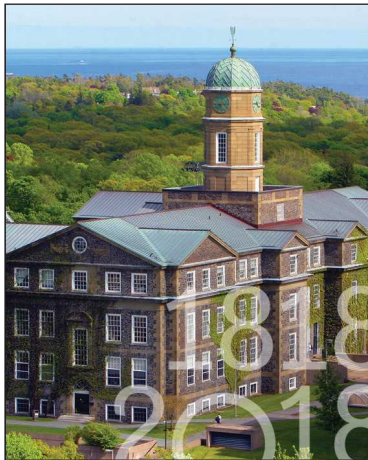
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All the terms you need to know when setting up audio-visual needs

Microphones and video feeds don't just happen automatically—it takes a dedicated few to set up these technological needs in advance of a meeting or event. But if the lingo sounds like another language to you, we're here to help. Here are 14 key terms to know when working with A/V departments and specialists so you're always on the same wavelength.

4K: A superior resolution of 4,000 pixels that is a standard for movie studios; 4K has four times the pixels of a standard 1080p HDTV.

Ambient lighting: Also known as existing or available light, this is the natural illumination in a scenario. It can be daylight outside or the main light source in a room.

Aspect ratio: The ratio of an image's width compared to its height, usually defining video dimensions—you can keep it standard or go for a widescreen.

Bandwidth: The capability for data transfer; usually used to define the capacity of a venue's Wi-Fi connectivity volume.

Confidence monitor: A small screen placed in front of a speaker that replicates what the audience sees.

Front of house: The area in the meeting or event room where the lighting and sound staff will be set up; this should be accounted for in your space layout.

Gobo: A lighting tool for branding and customization—it's a glass template that fits inside a lighting system to project a logo or custom colors.

LAN: Stands for Local Area Network and refers to a computer network within a limited area, such as one floor of a building.

Power drop: Refers to a venue's dedicated power sources. The size of your meeting or event will generally determine how many drops you need, each likely carrying an extra charge.

Projection mapping: Also known as 3D mapping, this technology uses computer software to turn a standard object into a surface for video projection.

Rigging: Hanging equipment such as lighting and sound equipment from the ceiling. You'll always want to check with a venue to see if they will accommodate rigging or if stands need to be brought in instead.

Splitter: A device that splits a signal to multiple, different devices; for example a headphone splitter can send transmission of noise to several headsets.

Throw ratio: The term for the distance a projector needs to be from the screen (the bigger the screen, the further the distance).

Webcast: An online presentation delivered by one source to a large audience that usually does not contribute to the session. **uv**



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The Time of Your Life



8 colleges and universities provide one-of-a-kind experiences

By Selena Fragassi

Experiences—they are what makes life exciting, worthwhile, and, most of all, memorable. In the past few years there has been a cultural shift with more and more people buying into the idea that gifting experiences is more important than gifting physical goods. Instead of jewelry and watches, there are vacations and resorts and spas. Instead of the latest Bluetooth speakers, there are front row concert tickets. This shift has also been seen in the reward-based mechanisms for the meetings and incentives industry, and, in general, in the itinerary building of everyday meetings and events.

In a recent story in *Smart Meetings* in 2018, reporters found several key findings when it comes to experiential marketing. Namely, that “80 percent of attendees report that live demonstrations and free samples significantly help define their purchasing decision,” and it’s expected that “there will be allocation of up to 50 percent of a marketing

budget toward experiential [experiences] over the next three to five years.”

Furthermore, *Smart Meetings* summarizes, “As experts in creating memorable experiences, planners are in the perfect position to benefit from connecting audiences with messaging in meaningful ways. More experience-focused marketing dollars equals more events that need planning.” So increasing experiential learning into your next agenda is actually a win-win that could be driving your bottom line.

While experiential marketing doesn’t come cheap, the good news is that many non-traditional venues like colleges and universities have built-in options for special, once-in-a-lifetime opportunities. Here are eight of our favorite experiences found on a campus.

Discover the Redwoods at Humboldt State University

Located five hours north of San Francisco and near the Pacific Ocean coastline, Humboldt State University in Arcata, California (recently named one of 2018's "Best Places to Visit" by LonelyPlanet.com) is known for its stunning natural environment, including an award-winning forest of ancient coastal redwoods that are so scenic the landscape has been used as a backdrop in big budget films including "Star Wars Episode VI: Return of the Jedi," "The Lost World: Jurassic Park," and the recent feature film, "A Wrinkle in Time."

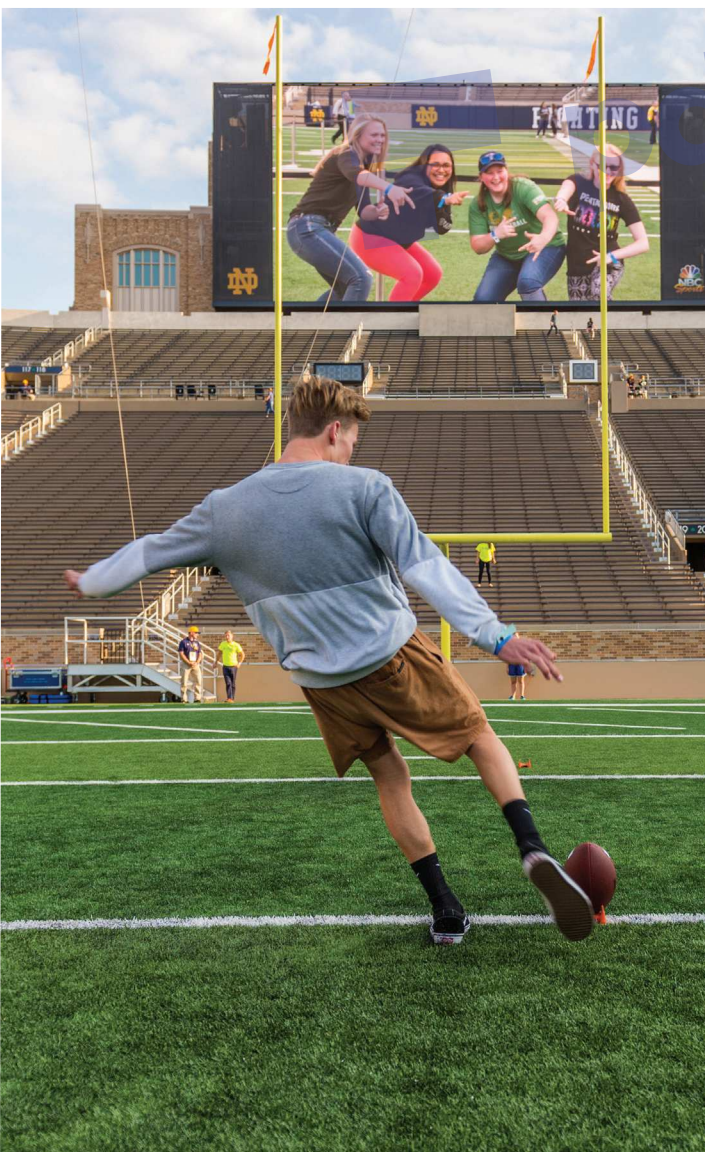
The various redwood foliage includes some of the world's tallest trees, known as Sequoia sempervirens, that only grow along a narrow strip of the Pacific Northwest (from central and northern California to southern Oregon) and "moon trees," which are called

so because their seeds orbited the moon in the Apollo 14 lunar module. The university even has a world-renowned redwoods expert, Steve Sillett, who has been featured in *National Geographic*.

Several of the residence halls that offer overnight accommodations for conference groups have views of the lush forest and there are trails that provide scenic walking paths. Groups may also arrange partial and full-day excursions (with picnics) through HSU Center Activities.

Humboldt State University

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Walk on the Field at University of Notre Dame



Have your own "Rudy" movie experience running down the field at University of Notre Dame in Notre Dame, Indiana—the same grounds where football greats like Joe Montana and Joe Theismann once led some of their greatest college career plays. Notre Dame Experiences can help make the magic happen with the option of several group packages that provide a dream come true for sports lovers. Coordinate a "Dinner on the 50-Yard Line," offering a full prix fixe dinner menu for up to 10 people including tables, chairs, linens, and centerpieces along with limited use of the videoboard and a keepsake photo.

The "Sports Lovers Experience" provides a 90-minute block for flag football, dodgeball, kickball, yoga, or any other activity in one of the most iconic venues in sports, and there are also private, guided tours available with stories of the landmark stadium and photo opportunities with the famous "Play Like a Champion" sign. Most packages include stadium lights (when necessary), security and guest service personnel, and parking for guests.

University of Notre Dame

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Challenge the Group to a Ropes Course at the University of Vermont

If you really want your group to stretch during meeting breaks, coordinate activities at the university's scenic Adventure Ropes Course. Hosted in a private, wooded area on the Burlington, Vermont campus, it includes a low challenge course with physical and mental challenges that the group works on together to solve, and a high challenge course built 40 feet above the ground that encourages safe risk taking activities to highlight trust and build support within teams.

Both options are led by facilitators that are expertly trained in organizational development and group processes and can help lead any group in bringing out participants' leadership skills. The course is specifically designed to encourage mingling, bonding, discussion, and reflection, and to address a myriad of focal points, all of

which have great effect when coming back to conference learning sessions and long after teams return home. Facilitators can also come to conference or breakout rooms for "ground level" team-building activities (or when weather turns bad). When the mission is complete, enjoy a victory meal from UVM Dining Services or have the conference services team coordinate a ball pit for some extra carefree fun.

University of Vermont

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Bowl at Vanderbilt University

Be a real kingpin at Vanderbilt in Nashville, Tennessee where your group can participate in a bowling tournament without ever leaving campus. The Vanderbilt Recreation and Wellness Center facility has a regulation-specific bowling alley with four Brunswick-branded lanes. The rental fee for groups is just \$100/hour and includes free shoe rentals plus a family-friendly environment for those attendees that bring children along or for youth or sports camps.

An attached lounge offers further recreational activities including billiards, table tennis, and several large screen TVs to catch the big game in a sports-centric environment, plus a Smoothie King counter to grab a filling snack. This area also includes a climbing wall for further physical activities that can invigorate groups during meeting breaks or after sessions have wrapped.

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Humber Institute of Technology takes full advantage of the 250-acre Humber Arboretum on-site by coordinating activities that tap into our primal abilities for survival. The interactive Ecological Corporate Team-Building program, in coordination with the campus' LEED Gold-Certified Centre for Urban Ecology (one of the greenest buildings in the greater Toronto, Ontario area), has a variety of options that help with leadership and character building as well as teamwork improvement.

Some of the options include shelter building (collecting natural materials and building a sturdy structure), themed scavenger hunts that traverse through the arboretum's various ecosystems, raft races (finding materials to build a raft and seeing how well it fares down the Humber River), and dam building. Each activity will encourage useful personal skills such as communication, cooperation, and planning.

Humber Institute Of Technology

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(416) 675.6622





Tour the Botanic Gardens at Olds College

Olds College in Alberta offers an all-season experience with the on-site Botanic Gardens and Constructed Wetlands that span a total of 25 acres. In spring, be treated to flowering trees and shrubs, early blooming perennials and spring bulbs, and the sound of flowing water. And in summer, find beautiful displays of annuals (up to 12,000 planted each season) in beds and containers strategically placed throughout the gardens. Further highlights include a tour of 20 collections, including the Rose Garden, Perennial Border, and Monocot Bed, plus a variety of aquatics, an herb garden, and walking trails. Groups can also participate in learning sessions and build their own flower arrangements.

The Gardens also have two public gazebos, an amphitheater, and event area. The Gazebo on the top of Celebration Hill provides the best vantage point to see the garden in its entirety. The Constructed Wetlands have 19 ponds and a comprehensive pathway system that link up attractions including Pheasants Forever Central Parkland, Fescue Meadow, Crabapple Allée, Four Seasons Commons, Heritage Barn, and Woodland Walk. Group event blocks are available for affordable rates with the option to rent tents, chairs and tables, and portable sound systems.

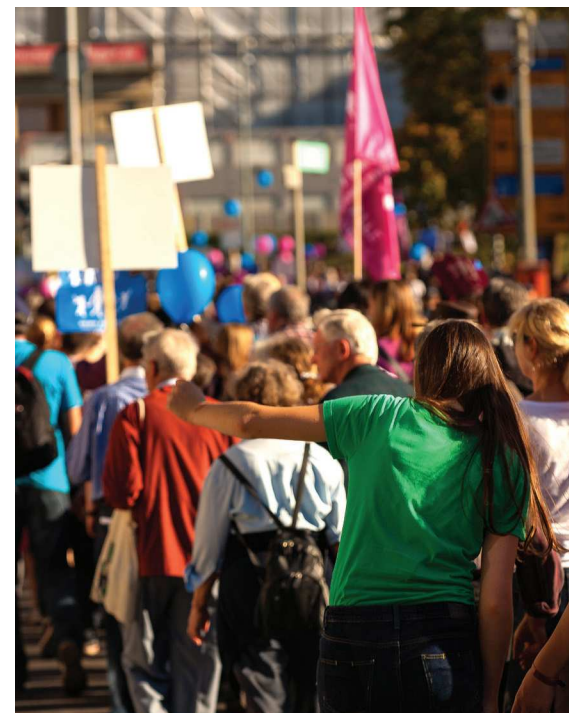
Olds College
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Pick Your Protest at Portland State University

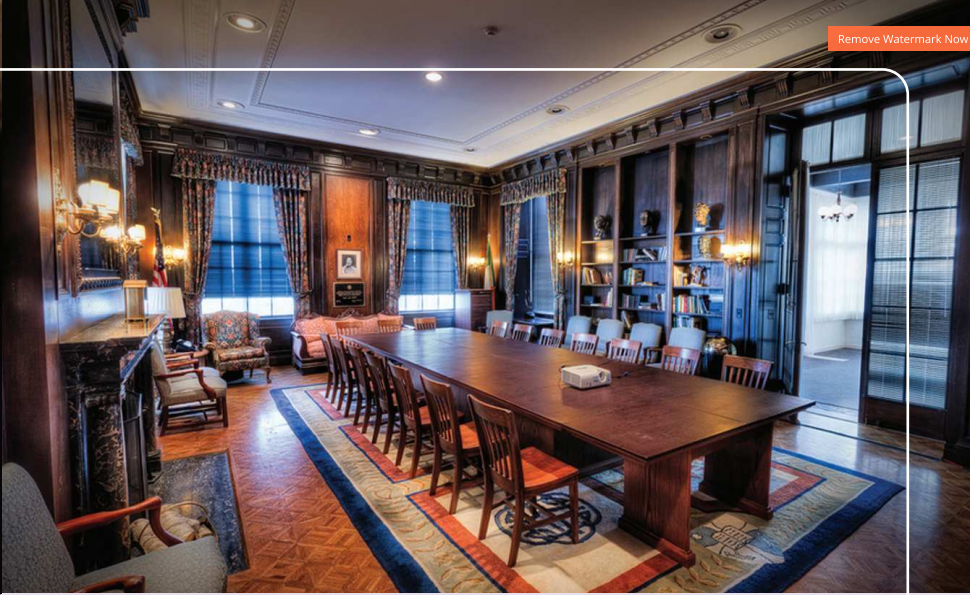
On any given day of the week there may be a protest or demonstration happening on or near the campus of Portland State University. The Associated Students of Portland State University (ASPSU) encourage participatory democracy and activism on campus and help lead peaceful organizing for a number of purposes, whether it be political or environmental in nature, for women's rights, or for cultural celebrations such as a Holy Indian Festival and Pow-Wow, Bastille Day, and more.

The Portland, Oregon campus recorded the largest protest in 1970 but close behind it was the Women's March in January 2017 with 100,000 participants (and hotels in the area completely sold out). In 2016, student groups also marched to protest an increase in tuition. Groups and visitors are always welcome to take part. The on-site University Place Hotel & Conference Center is also promoted as a safe haven for anyone, and has accompanying signage to promote the idea that all are welcome and respected.

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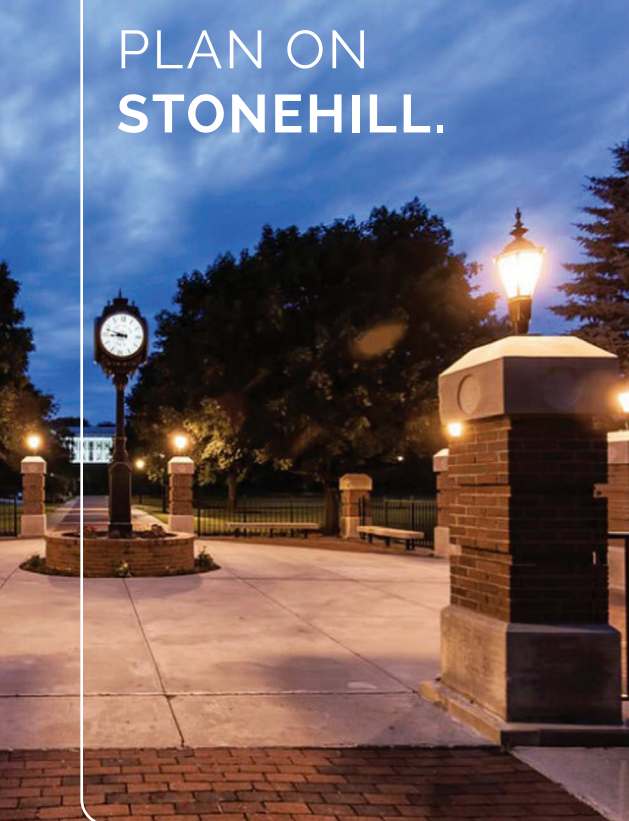


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Some of the stopping points include Pennsylvania Hall, which was used as a field hospital during and after the Civil War, and sites of various battles that took place in what once used to be meadows and fields and are currently populated with various educational buildings. [uv](#)

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ACCESSIBILITY FOR ALL

It's estimated that 1 in 5 Americans has a disability. Complying with ADA guidelines isn't enough—here's how meetings and events at campuses take it a step further.

By Selena Fragassi

For the past 32 years, the University of Illinois has hosted the Illinois Wheelchair Sports Camps, a series of three, multi-day exhibitions of 150 athletes that participate in basketball and track competitions and trainings. The camps are coordinated by the university's Disability Resources and Educational Services office, which has a storied history that put U of I on the map years ago thanks to a visionary by the name of Timothy Nugent.

Regarded as the "Father of Accessibility," and the founder of the National Wheelchair Basketball Association, Nugent spent years as a professor at U of I working to create the first major program of higher education for individuals with disabilities, which was realized in 1948. Inspired by veterans returning from World War II who had lost limbs during battle, Nugent was committed to making sure the GI Bill's educational benefits were extended to all soldiers, regardless of the extent of injury.

Nugent's work made the university a progressive campus with access for all—U of I would be the first higher education institute in America to have curb ramps and buses with wheelchair

lifts, and would be instrumental in the research that would eventually lead to nationally accepted accessibility standards. "What he went through to get those services for students, and knowing it started here at U of I, it's very impressive," says Krystal Grace, assistant director of conferences, special events, and Student Dining and Residential Programs Building. Those services remain in practice at the university today, in addition to more modernized approaches, particularly in the aptly-named new Nugent Residence Hall, making the campus a cut above for planners looking for a non-traditional venue that can meet the needs of every attendee.

THE BIGGER PICTURE

Accessibility is not only an obligation for planners, it's a global responsibility to ensure that all people have the same opportunities. Overseas, the European Accessibility Act has been making news, and is up for vote with members of the European Union to provide legislation that governs the capabilities of every public space. In the coming months, Google Maps will also unveil a new Wheelchair Accessible route option in its popular

Illinois Wheelchair Sports Camps meet every summer at the U of I campus.

app. Even Apple is proposing a new selection of accessibility emoji for approval by the Unicode Consortium.

According to the last U.S. Census in 2010, 59 million Americans—or 1 in 5 people—have a disability, making it paramount for the meetings and events industry to not only adhere to guidelines set forth by the Americans with Disabilities Act (ADA), but also to go beyond what’s expected by tapping into services and amenities and properties that cater to those with additional needs.

WHY CAMPUSES STAND OUT

Campuses are a prime example, says Bob Hale, director of auxiliary services at St. Francis Xavier University in Nova Scotia, Canada, which will host the 2018 Special Olympics Canada National Summer Games for the first time over the course of a week starting in late July. The university has also played host to the provincial games for a number of years. “Because we have students with disabilities, we are able to meet any kind of special needs to make attendees feel comfortable,” he says. In fact, because SFX is hosting the games they have also been able to upgrade their gymnasium through provincial government funds. “We needed our stands replaced and enhanced, and we approached the local government and this was their gift to the university to try and

support the games,” adds Hale. “The great thing about that is those renovations can help us get even more events and provide for our students as well.”

The Special Olympics Canada National Summer Games is a large touring event that draws in about 1,500 people, including players, coaches, and attendees, and hits different parts of the country every year—the last time it was in Nova Scotia was in 1994. Part of the reason SFX (which is based in Antigonish) was chosen was because of its small-town feel. “Organizers felt this major event would be more embraced here versus getting lost in the city,” says Hale. “The fact that we are not in the middle of a city and we don’t require navigating city streets, because everything is all in one area, makes moving around quite easy. Plus, all our buildings are accessible and our caterers can accommodate any type of dietary request for those that have strict requirements.”

Special Olympics Canada Games Manager Matt Quinn adds that, “the location was chosen because of our experience hosting provincial games there. And, from an organizing committee standpoint, the fact that most buildings at St. Francis are accessible is important, but another big factor is transportation. It’s one of the biggest hurdles with our Games. With the uniqueness of having the majority of all sports happening on campus in this Olympic Village, we don’t have to worry about that need.”

Transportation was also a bonus for Colorado College and helped them to secure sporting events for the U.S. Association

U.S. Association of Blind Athletes compete in games like goal ball.



The 2018 Special Olympics Canada National Summer Games will take place at St. Francis Xavier University this year.

of Blind Athletes for a number of years, a group of about 800 athletes, coaches, and spectators that have convened for judo, goalball, swimming, and track meets over the course of four days. “We have our own fleet of transportation, and planners liked that since the athletes were not able to drive and we could get them to different places easily for their competitions, many of which were held at the Olympic Training Centers in Colorado Springs. That was really attractive to them,” says Brenda Soto, director of college events. “Our food service was also willing to pack up boxed lunches for them and put them on the bus. A lot of places weren’t willing to do that.”

One of the challenges, says Soto, was making sure the residence hall exits were clearly marked for those who had more severe visual impairment, since it ranged from attendee to attendee. “Some weren’t able to read the signs for fire doors. We had to put tape on these doors so they knew if they touched the tape they couldn’t go out that door, which seemed to help that situation.”

MAKING GUESTS FEEL AT HOME

Having suitable accommodations is an important part of hosting any kind of multi-day event for those with disabilities, says Grace. U of I’s new Nugent Hall was designed with this in mind and has become the residence hall of choice for the wheelchair athletes that come to campus in the summer.

“One thing that was lacking in our traditional halls where we used to hold the camps was that they didn’t have benches in the showers, so it used to be we’d work with building service staff to have plastic chairs brought in. But in Nugent Hall we do have one section of the building that has benches in the showers, and we host the camps in that section of the building

so they can have access to that,” says Grace as one example. “We are very lucky that we work with professionals that know our campus after working with us for so many years and know their participants’ needs and they can educate us on what they need,” adds Grace, mentioning that another solution to come out of these conversations is coming up with safe and effective means of disposing of catheters that many athletes need; in the summer of 2018 the campus will have clearly-marked receptacles in the bathrooms.

PROVIDING FOR EVERY DISABILITY

Wendy Cheng, who runs the Association of Adult Musicians with Hearing Loss and plans regular events and concerts, also encourages fellow planners to understand the needs of people that have sensory disabilities. “Most understand physical disabilities and how to provide those kinds of services, but not as many understand sensory disability as much,” she says, admitting that she can run into problems with venues that don’t have assisted hearing devices, or have very old systems.

“Hearing loss comes in four categories—mild, moderate, severe, and profound,” continues Cheng, noting that it’s estimated that 48 million people in America have some form of





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impairment. “For those with mild hearing loss, they might be able to get by with receivers that come with a headset. But most with more moderate or severe hearing loss require a hearing aid or cochlear implant, and assisted listening needs to be different for those individuals.”

While the ADA lists requirements for public accommodations and commercial facilities to have a certain number of assisted hearing systems per size of the group, Cheng hopes more venues will catch up to advanced needs of attendees and carry more progressive systems. She recommends loop systems that work by electromagnetic induction to transmit audio straight to a person’s implant and provides the opportunity for discreetness with an invisible mechanism. “Venues build ramps and elevators for those with physical disabilities, and I’d just hope they can provide similar accommodations for those with hearing loss too,” concludes Cheng.

BE IN THE KNOW

In the end, the best practice is to always over-communicate with the client to ensure all needs are met for the group. “You have to know your audience and work with the client,” says Grace. “I never make a decision on my own but rather always call the planner or sponsor to talk things through.”

Hale agrees. “You may think you have asked all the questions, but there’s always more. As with anything it’s best to be equipped for any worst case scenario and always be prepared.”

Soto’s piece of advice: Always find out where the group has been before and talk with the venue as well as get insight on what works and doesn’t work. “Be prepared for the growing pains,” she admits, “but that will only help you improve in subsequent years and help obtain the best services possible.” **uv**



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A scenic view of Colby College's campus in Waterville, Maine. The image features a large, multi-story brick building with a prominent clock tower and steeple. The building is surrounded by lush green lawns and mature trees. In the foreground, a body of water reflects the scene. The sky is clear and blue.

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TREND REPORT

One and Done

One-Stop Shops are growing in numbers as more campuses become certified and find a myriad of benefits for operations as well as clients.

By Selena Fragassi

Residence & Conference Centre Canada

The idea of a One-Stop Shop is not slowing down anytime soon. With “one contact, one contract, and one bill,” the operating model has become a near standard in the collegiate conference industry that has benefits for both planners and the hosting venue by providing a seamless way to book a meeting or event with only having to contact one department for a variety of needs, including dining, housing, transportation, and more.

“We’re seeing it grow in our world at NACAS, and also globally in auxiliary services,” says Corey Salem, director of member engagement at the National Association of College Auxiliary Services, which works with campus departments that have a responsibility to generate revenue apart from student enrollment and academic experiences.

“Folks that report through auxiliary services, specifically summer conferences and events, have noticed pressure to become more efficient and take the lead in operations,” he continues. “They don’t have the resources and large staff that would allow for decentralized approaches. But a One-Stop Shop model does help streamline processes on the business side for the planners and clients, and it also helps support the student and faculty campus community in their own event planning.”

Salem points to a top attended webinar that NACAS hosted last year as proof of the growing popularity of, and demand for,

One-Stop Shops. “Last year one of our members held a webinar on the importance of One-Stop Shops for campus operations, and it was one of the top three most attended webinars if that’s any indication of its strength. It’s becoming something that professionals really want to be a part of, whether through official certification or offering something similar to clients. It’s of interest for sure.”

Official certification comes through the Association of Collegiate Conference and Events Directors—International (ACCED-I), which requires an application and fee and yearly updated certification. To date, ACCED-I has certified One-Stop Shops for 57 colleges and universities, which they say, “makes a statement that the services more closely match the level of service provided by convention facilities and finer hotels.” Though, many more campuses have adhered to an unofficial model that mirrors this style of operations, and even expands upon it.

At Sheridan College, with three campuses in the area of Toronto, Ontario, the conference services department works in tandem with Residence & Conference Centre Canada (an independent firm that runs and manages the college’s residence halls) to provide a similar uniform experience for their clients.

“If someone calls me and just needs overnight rooms we will take care of it ourselves, but if they need rooms with conference space I put the contract through Sheridan, I will tell them what the rates are so the client only has to talk to one person or one office rather than going back and forth between the two of us,” explains RCC Sales & Conference Manager David Carroll about the working relationship he has with Sheridan College’s Manager of Conference Services Karen Chisholm. “With a hotel, you usually have one office for conventions and catering, so we try to run like that,” adds Carroll. “The client doesn’t know we are a separate company at all, and really it is a lot more streamlined this way.”

Chisholm says this “one-stop-esque” way of operating has been developing for her team over the past couple of years after hearing how important it was through various seminars, including the Unique Venues Annual Member Conference.

“In the event planner huddle we participated in at the Unique Venues conference, one of the main points planners would stress is that you want to keep everyone’s experience of booking with a facility as easy as you can. You can’t be sending them all across campus because people will get frustrated and will go somewhere else to do that legwork for them,” Chisholm says, adding that the idea of a one-stop shop has made it easier for her department to manage events as well. “Keeping all the info here makes us a more efficient department. In the past, if clients would book catering on their own and then made changes to the schedule, we wouldn’t know about them, and then we’d be scrambling for technicians to turn the room over at the last second rather than knowing about it ahead of time.”

Plus, she says, when both companies work together, they can actually generate more revenue. “It’s a natural relationship where we sell facility space and upsell accommodations, and RCC is trying to sell accommodations and upsell facility space for us. David puts full trust in us in order to get back to the client in a timely fashion and provide a positive experience,” she says, seeing the bigger picture. “We act like colleagues rather than two companies working against each other, and that benefits us both.” **uv**

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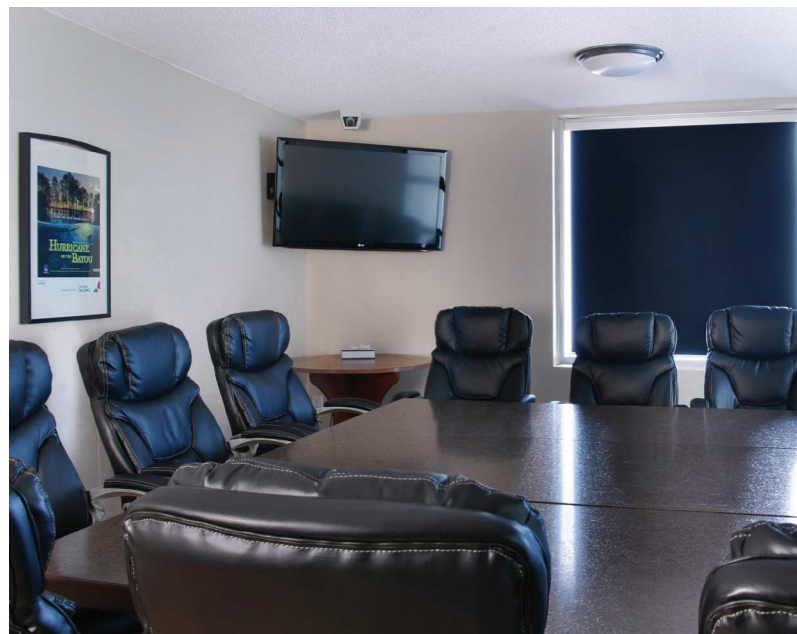
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In the future, Salem says NACAS will continue to promote the idea of campuses getting certified as One-Stop Shops. “We are proponents of helping auxiliary service professionals make the best business decisions, and when you are tasked with doing more with less, this is one avenue we support,” he says. “Also, when it’s done right, One-Stop Shops do help cut down on the bureaucracy on campus that can sometimes be a roadblock for planners, clients, and the administration because it creates a more consistent experience and eases processes that helps all key stakeholders be on the same page when it comes to conferences and events.”



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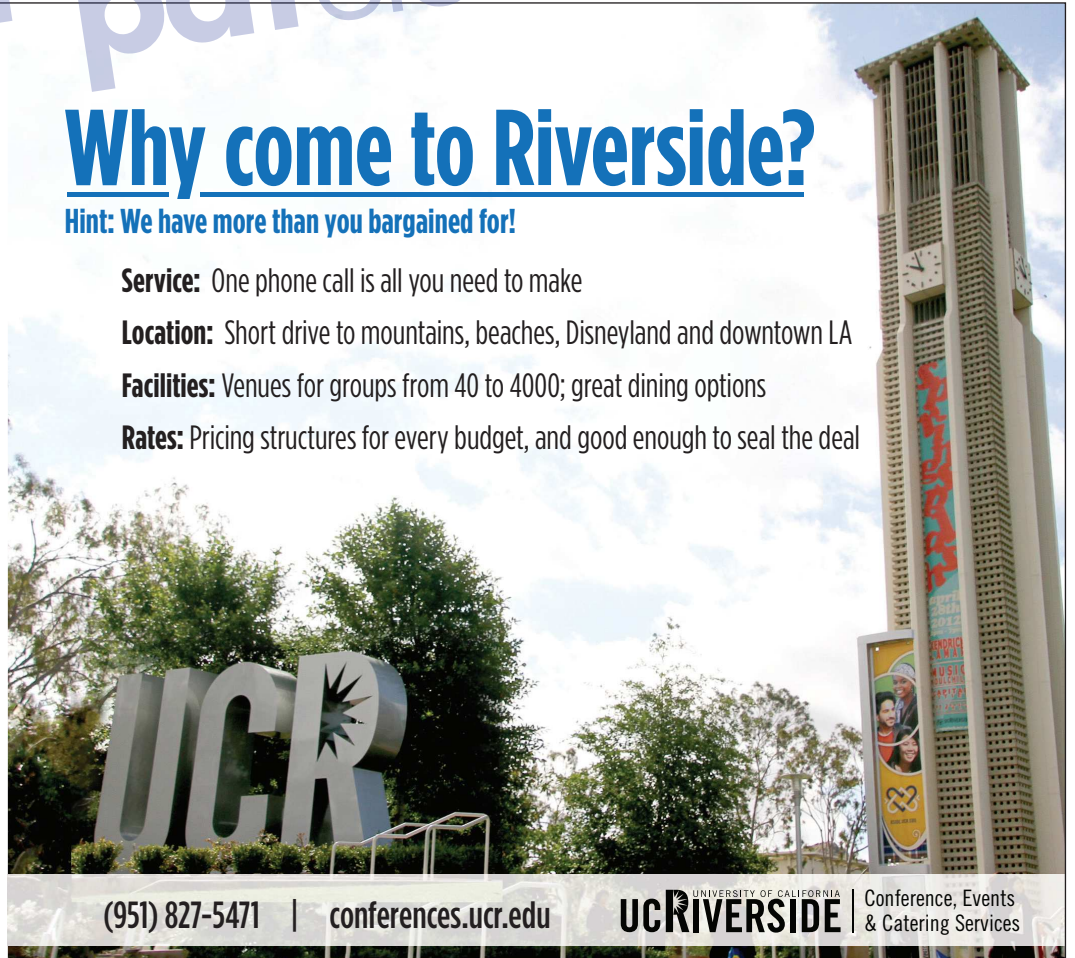
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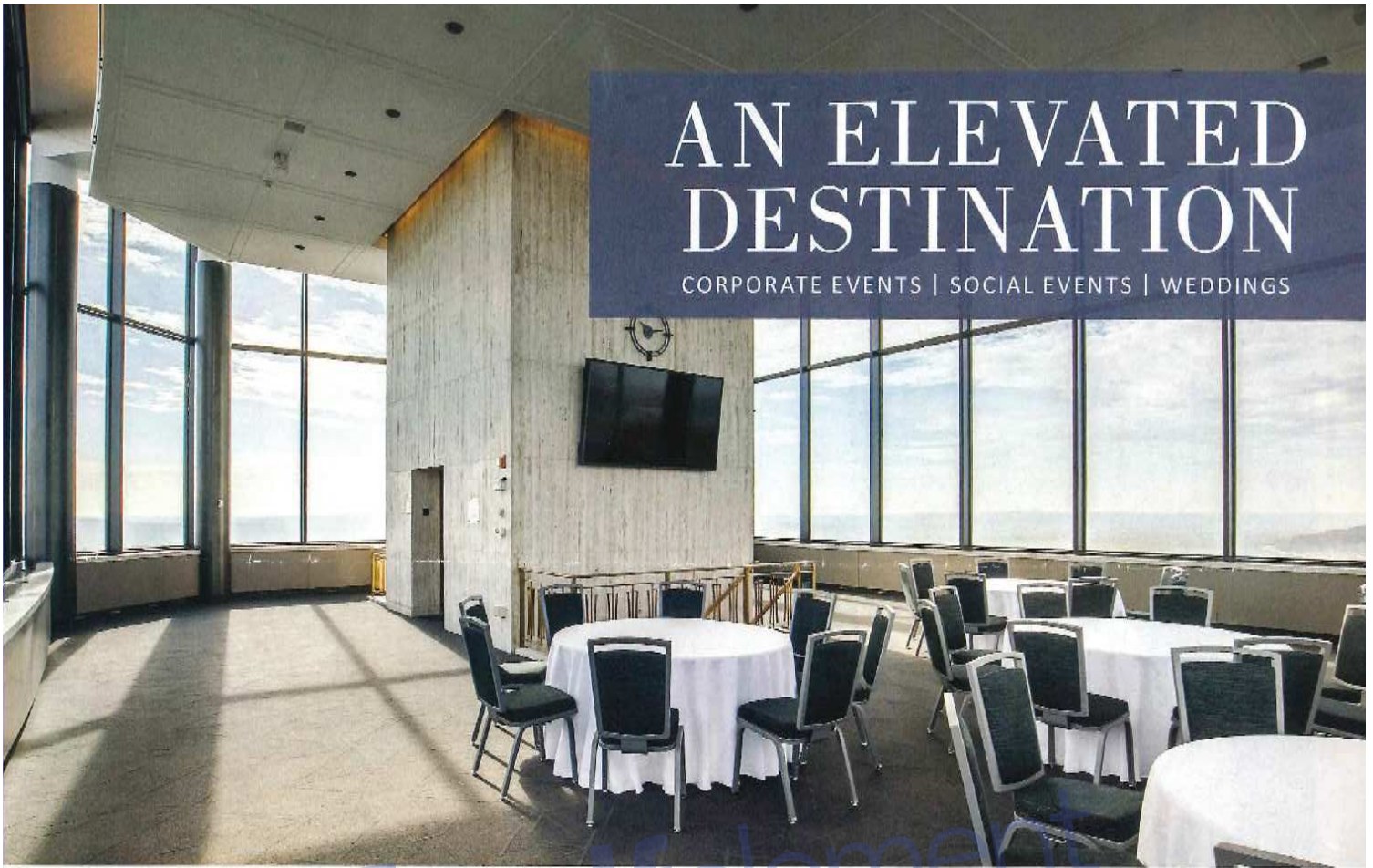
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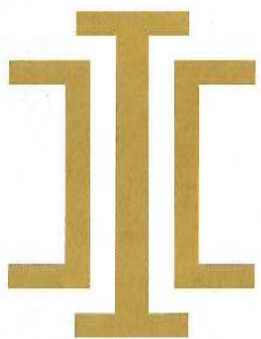
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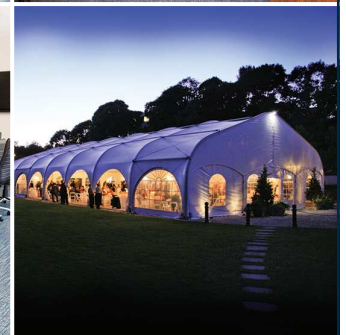
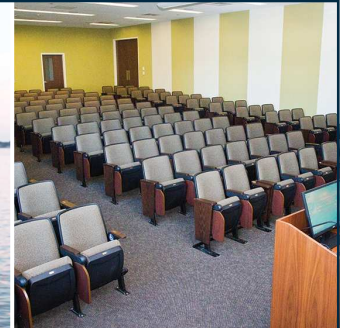
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COLLEGE ROAD TRIP

BY



San Jose to San Francisco and everything in between, the Bay Area is a thriving metropolis of business, commerce, art, and top-notch events. Here are six incredible venues that live up to that reputation.

By Selena Fragassi

California College of the Arts (San Francisco, CA)

Creativity is at the cornerstone of California College of the Arts. Founded in 1907 by a German cabinetmaker by the name of Frederick H. Meyer, who was inspired by the Arts and Crafts Movement, today it's fittingly located in San Francisco's Design District. The area intersects the DoReMi (Dogpatch, Potrero Hill, and Mission) neighborhoods, home to some of the best art galleries, museums, and design-inspired studios in the city; the software company Adobe is also building new headquarters nearby. "The Design District has a history of makers and innovators from the last 100 years, so it's exciting to acknowledge those stories and see what the next chapter will be," says Kelly Dawson, assistant director, auxiliary services for CCA.



California College of the Arts,
Photographer: Alison Yin Photography

Though there is currently a second campus in Oakland, by 2022, CCA will bring all its programs together and merge into one powerhouse entity in San Francisco. With it will come two brand-new residence halls that will be available to conference guests in the summer months; currently guests can choose from 2- and 4-bed, apartment-style accommodations surrounded by courtyards. The San Francisco campus is also unique in that it was a former Greyhound Bus maintenance facility, with 146,000 square feet of space that's "great for events," says Dawson.

"There's this great industrial feel that's open to interpretation and very creative spaces including workshops and classrooms without ceilings that pour in natural light from all sides. Plus, there's lots of empty walls for posting things up and moving around, it's very flexible." A long central corridor is ideal for breaks, meals, and receptions while CCA also offers more private, formal lecture rooms as well. CCA's Wattis Institute for Contemporary Art is only blocks away and has a gallery and adjoining event space for up to 200 people for a seated dinner. Full catering services will be available in Fall 2020; in the meantime CCA has a list of preferred, but not exclusive, caterers.

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the Bay

Mission Bay Conference Center at UCSF (San Francisco, CA)

Day meetings and events can feel at home at Mission Bay Conference Center at UCSF, located on the university's 43-acre life sciences campus that has a strong focus on research and teaching. "We find that a lot of healthcare and biotech organizations want to host meetings here, and the venue makes sense for them because of our relationship with the sciences and health," says Director of Sales James Long. "Although we are owned by UCSF, we also service the corporate community as well as the educational and social markets."

The property, awarded a Gold Star level in the Green Star program from the International Association of Conference Centers (IACC) for its earth-friendly practices, offers an auditorium for up to 600 people and 10 meeting rooms totaling 12,500 square feet with the latest technology and most with natural lighting. "We are continuously upgrading," says Long, including 1 gigabyte of free dedicated Wi-Fi for all guests. A support staff is also available for setup and troubleshooting at no charge.

In addition to accredited conference space, guests will also find an on-site restaurant and lounge for group meals (with outdoor seating) as well as wellness initiatives including a smoke-free campus and fitness center with a rooftop pool, climbing wall, and massage services. Though the property does not have overnight accommodations, the staff works directly with local hotel partners to reserve room blocks. Located in the Mission Bay District just south of downtown, the Mission Bay Conference Center at UCSF is close to San Francisco International Airport for easy transportation options as well as AT&T Park, the new Golden State Warriors Stadium, and the South Beach District for extra opportunities for entertainment.

UniqueVenues.com/UCSFMissionBay

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San Francisco State University (San Francisco, CA)

If you want to catch the amazing California sunsets after a day of meetings, San Francisco State University is the place to be. Located in the Park Merced area of San Francisco, the campus is just two miles away from Ocean Beach with beautiful scenery. "It's a great spot to get away from the hustle and bustle of the city and take in the ocean and enjoy the breeze," says Conference Services Supervisor Jim Tomkins-Raney. The campus also has the convenience of several main



Mission Bay Conference Center at UCSF



San Francisco State University

public transit bus lines on and near campus for extra accessibility to other parts of the city. On-site, San Francisco State University has two conference centers—Seven Hills, with a little more than 2,500 square feet of space including a main banquet room and four smaller breakout areas as well as the Towers Conference Center with 2,900 square feet of space and three breakout rooms utilizing air walls. Another option is the Cesar Chavez Student Center in the middle of campus with a large library accessible to guests; it's also surrounded by a large quad area for outdoor functions. Housing is available in the summer with an abundance of 2,500 beds in four residence styles; the campus also recently partnered with Beantown Bedding to offer biodegradable bed linens, “so we can stay mindful of our conference footprint,” adds Tomkins-Raney. All buildings offer complimentary Wi-Fi.

The campus is going through a growth phase with the Holloway Corridor project that will bring in additional housing and storefront properties by the year 2020. Currently the newest building is the 118,000-square-foot, Platinum LEED certified Mashouf Wellness Center with two playing courts, an elevated jogging track, recreational and lap pools, and climbing walls, all of which are accessible to visitors.

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Santa Clara University

Santa Clara University (Santa Clara, CA)

As the first institute of higher learning in the state of California, Santa Clara University has always been ahead of the curve. Its latest development includes a \$100 million gift to build a new STEM-focused building that will open by 2020. Also on target for 2019 is the new Finn Residence Hall, as well as a renovation for the main dining facility, Marketplace, that will be open to conference guests later this fall. “We are continually growing and modernizing,” says Conference Services Manager Parker Atkinson.

The campus is located in the heart of Silicon Valley in Santa Clara, less than 10 minutes from the San Jose Airport and easily accessible from San Francisco with a CalTrain station located across the street. In addition to meetings, some groups have added events at Levi’s Stadium (home of the 49ers) to itineraries or planned a day at the Santa Cruz Boardwalk. “We are a great central location for jumping off to other points that people want to see,” adds Atkinson.

One of the campus’ most popular locations is the Locatelli Student Activity Center with multipurpose and banquet space for a range of functions. The Benson Memorial Center also has a 250-person room with built-in audio/visual services and additional patio space. Atkinson’s team often works with the SCU Presents department, the dance and theater branch of the university, to book a recital hall and auditorium theater space with in-house sound and lighting options that can bring any group’s vision to life. The on-site Bon Appetit catering group can also provide all meals and meet the needs of those with dietary and cultural restrictions.

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Sonoma State University (Rohnert Park, CA)

The Bay Area is not just beautiful water and bridges; it’s also the home of wine country. Sonoma State University is in the heart of it all and a popular choice for retreats where groups can enjoy tastings to unwind after meetings and conferences. In May, the Wine Spectators Learning Center will also open on campus, catering to wine business students.

Another great benefit of Sonoma State University, says Associate Director of Conference and Event Services Kindra Kautz, is a great package rate for planners that includes one affordable price for housing, parking, meeting spaces, meals, and basic A/V. One of the most popular spaces is the ballroom in the Student Center; one of the largest ballrooms in Sonoma County with nearly 12,000 square feet of space that can be broken out into smaller meeting rooms if desired. The Arbors and Lakes at Sonoma State is another outdoor option with an amphitheater plus the Green Music Center that offers concerts in the summer and relaxing spaces on the lawn for up to 3,000 people (1,400 outdoors).

The campus provides many services in-house, including built-in A/V and culinary services ranging from wood-fired pizzas to a Mongolian grill, salad bars, and a range of ethnic foods. There are also 2,100 beds available in the summer, which are often recognized in the Princeton Review on the shortlist of “Dorms Like Palaces.”

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San Jose State University Conference Services (San Jose, CA)

The advanced, high-tech environment of San Jose State University makes them right at home in the Silicon Valley. “With the spirit of the tech industry and the entrepreneurial mindset in this area, we tend to work with a lot of those types of groups, offering networking and exploration of like-minded companies in the area,” says Leo C. Young III, conference coordinator at SJSU, noting that headquarters for Adobe, Google and Apple are just minutes away.

But beyond the venture capitalists and startups, Young emphasizes that the campus prides itself on being inclusive and welcoming to all kinds of groups in the community. “The Bay Area is so diverse and all the people, experiences, events, and cuisines, are very accessible on our campus,” he adds. “That helps us provide a holistically unique experience.”

One of the most popular buildings for groups is a new residence hall that opened in October 2016 with exceptional features including private floor access (great for security for youth groups), gender-neutral bathrooms, and wheelchair accessibility throughout the entire building. Inside there is a meeting space for up to 150 people that opens to a patio area under a row of palm trees. The university also recently purchased the San Jose Reparatory Theatre (now called the Hammer Theater) that seats up to 400 and can do black box or other event staging for up to 150 people depending on the setup. The building also offers an outdoor rooftop terrace and has full catering services.

Young’s department operates with a one-stop shop model with one streamlined system for contracts, planning, and billing. Groups also have access to a dining representative that can help plan menus that adhere to dietary needs. Location is also key—SJSU is just 10 minutes from San Jose International Airport and a short drive to the mountains and beach for a range of additional experiences. uv

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Sonoma State University Tuscany dorms
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THE MAIN EVENT

Dancing The Pain Away

RWJ CONFERENCE CENTER "NIGHT OF INSPIRATION"

RWJ Hamilton plans a "Night of Inspiration" with the stories of breast cancer survivors turned into a moving ballet.

By Selena Fragassi

The Big C is a word that no one wants to hear. A cancer diagnosis can be frightening, upsetting, and downright earth shattering. In New Jersey alone, the state ranks among the top five in the nation for the highest cancer rates. To change that statistic, the qualified professionals at New Jersey's Robert Wood Johnson University Hospital Hamilton have ramped up the fight against the disease with more progressive screenings, cutting-edge technology, and radical treatments—including alternative therapies that focus on the whole being.

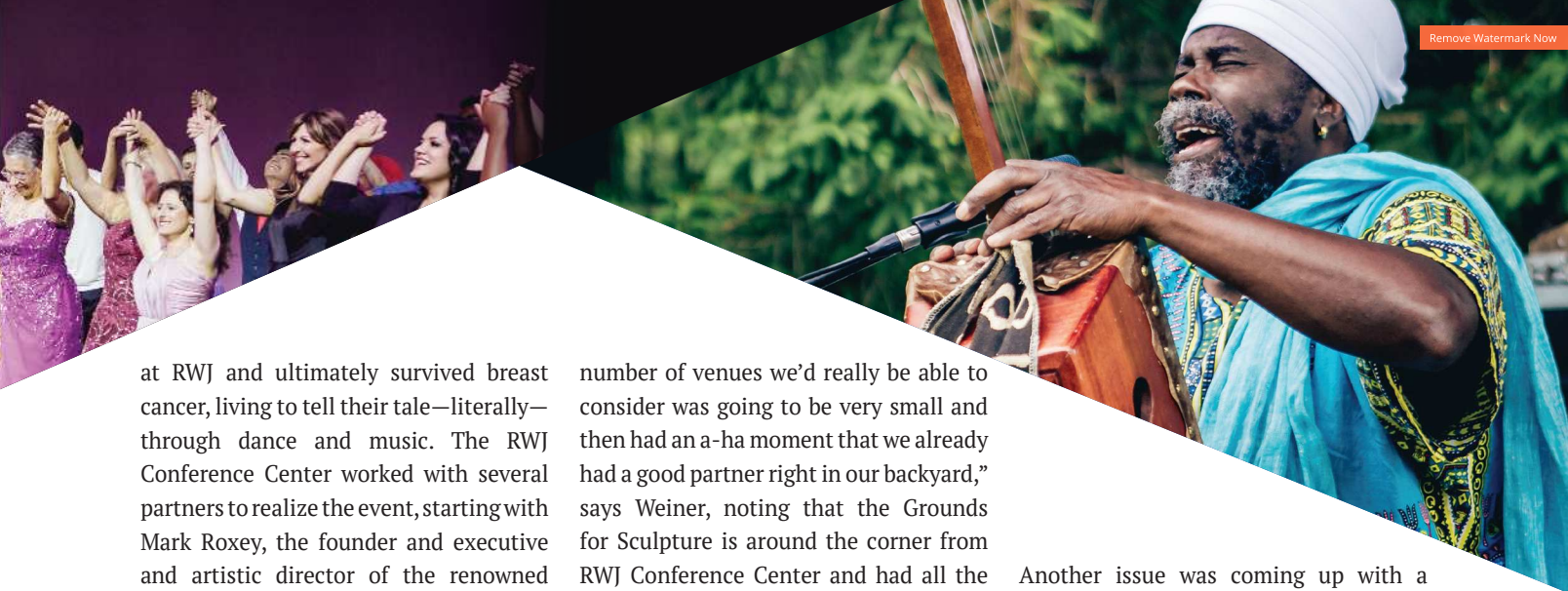
Last year, RWJ kicked off a two-year project, called We Vs. C, which aims to invest \$8.5 million into cancer research and prevention, including securing one of the most advanced 3D mammography units. In support of the mission and to spread word to the public about the new services, RWJ Hamilton, with support

from the Conference Center at RWJ Hamilton, planned the inaugural "Night of Inspiration" and "Stories of Triumph" events last June, a two-day program that coincided with National Cancer Survivors Day with a focus on the healing aspects of art and nature.

"When we built the Fitness and Wellness Center 15 years ago, there was a trend in the healthcare industry that looked at wellness and holistic approaches to medicine. There were people looking for other ways of healing," says Diane Grillo, vice president of health promotions at RWJ. "We always had that component in some way with meditation, yoga, and reiki, and as we started to look at the expansion of our Cancer Center, we looked for a way we could get the word out to our community."

The two-day event did just that, inviting 22 women from the surrounding Hamilton Township who had gone through treatment





at RWJ and ultimately survived breast cancer, living to tell their tale—literally—through dance and music. The RWJ Conference Center worked with several partners to realize the event, starting with Mark Roxey, the founder and executive and artistic director of the renowned Roxey Ballet, as well as composer Robert Maggio, and lyricist Matthew Hardy who interviewed each woman and then transformed their stories into original choreographed musical numbers that featured professionals (some of them Broadway performers) and the survivors themselves.

“The performance was extremely moving and emotional,” says Brian Weiner, RWJ Conference Center manager who helped plan the event with the assistance of additional partners including D&R Greenway and the Princeton Breast Resource Center, as well as the Grounds For Sculpture, another Unique Venues member, which hosted the event.

“The Grounds For Sculpture provided the perfect backdrop for this performance that was enhanced by healing gardens, including a music and poetry garden, painting garden, and reflection garden, among others,” says Weiner. Refreshments were also provided by the preferred Starr Catering Group and Lord & Taylor provided “retail therapy” with fashion and beauty demonstrations.

Of working with another Unique Venues member, Weiner says it could only be described as a “unique” experience for both properties. “The planning committee was trying to figure out where the proper location would be to hold an event like this, and as we had more and more conversations, we realized the

number of venues we’d really be able to consider was going to be very small and then had an a-ha moment that we already had a good partner right in our backyard,” says Weiner, noting that the Grounds for Sculpture is around the corner from RWJ Conference Center and had all the outdoor elements they needed plus a very attentive staff that helped execute two different functions. Saturday’s “Night of Inspiration” replaced the hospital’s annual gala and gave 300 guests a snippet of the following day’s “Stories of Triumph” ballet performance, which was open to the public.

“We really wanted to make sure we tied the events together. It’s not that often you get an opportunity to create a connection for the folks looking to support the hospital with what they are actually helping to support,” says Grillo.

While there were some challenges—such as making sure the detailed sculptures and works of art at the Grounds were protected and unobstructed—Weiner says that was handled with lots of communication and creative thinking. One of the initial issues was that there wasn’t a scaled map of the outside grounds that the planning committee could use to map all the various activation points and make sure the event flow worked well.

“One way we overcame that issue was using the magic of Google Earth,” recalls Weiner. “We honed in on the top of the area of the Grounds we’d be using and zoomed in until we got to a scale that was evenly measurable. It was something functional we could work with, and a nice collaboration between the Grounds and RWJ to find a way to make that work.”

Another issue was coming up with a weather contingency plan. “The event was 85 percent outside, 15 percent inside, so it would have been quite the challenge to put everything inside,” says Grillo. “But the Grounds for Sculpture team really stepped up. They have a lot of indoor space but it’s very spread out so they toured us through all the different buildings to figure out how we could come up with a feasible option to use just a couple spaces.”

Thankfully, both days turned out beautiful with cooperating weather and a great response from the attendees.

“After everything was said and done, I was on the stage and one of the survivors who took part in the event said to me, ‘I think this is the greatest thing in my life I’ve ever done.’ It was cathartic to tell her story and she really felt empowered,” recalls Weiner, noting the event will come back this Fall. “To me, that made everything totally worth it.” **uv**

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INDUSTRY UPDATES



Portland State University

News & AWARDS



UNLV Hospitality Hall

Historic Places and Modern Spaces Combine at University of Rhode Island

In its 125th anniversary, the University of Rhode Island's main campus in Kingston was recently named an "historic district" by the National Park District while several of its buildings have been added to the National Register of Historic Places, a federal distinction that preserves culturally and architecturally significant properties. The main campus spans 29 acres and the oldest structure is the Oliver Watson Farmhouse, opened around 1796, which is part of a lot of farmland purchased in 1888 that established the original agricultural institution. Other registered buildings and structures include Taft Hall (1889), World War I Memorial Gateway (1922) and Eleanor Roosevelt

Hall (1937). URI notes that most of the academic buildings have a similar character, constructed of quarry-faced granite ashlar that was originally harvested from former quarries on campus.

UniqueVenues.com/UnivRhodeIsland

Trudeau Mania Returns to Western University

There is no question that Canadian Prime Minister Justin Trudeau was a breakout star of 2017, and his presence during a recent visit at Western University was nothing short of fanfare. The London, Ontario campus was the site of a town hall meeting in January as the Canadian government held its winter cabinet retreat in the area. In attendance were 2,300 people that started lining up earlier in



the afternoon waiting for a chance to get their proverbial golden ticket into the event where Trudeau answered questions from the community audience about electoral reform, immigration, and gender equality. Western University remains a favorite of the Prime Minister who also held a similar town hall on the campus in 2017. UniqueVenues.ca/uwesternontario

University of Nevada, Las Vegas Hits the Jackpot with New Hospitality Hall

UNLV recently revealed the brand-new Hospitality Hall, available to students in the William F. Harrah College of Hospitality, with modern settings that aim to inspire them to continue studies in the fast-paced industry. In addition to superb new facilities, faculty guidance and industry partnerships will be a prominent part of the program that is ranked one of the top of its kind in the world. It also helps that Hospitality Hall is just blocks away from “the greatest hospitality laboratory in the world” known as the Las Vegas Strip. Features of the building will include 93,500 square feet of classroom, meeting, and office space as well as a state-of-the-art kitchen, a student-run café, event space overlooking the Strip, and common spaces to inspire collaboration.

UniqueVenues.com/UNLV

Lehigh University Aims High with Revamped Iacocca Hall

It's out with the old and in with the brand-new at Lehigh's redesigned Iacocca Hall that has been graced with sleek and contemporary furniture,

open spaces with an abundance of natural light, and the latest technology to help reassert the property's position as a leading conference center for the community. The Hall, formerly part of Bethlehem Steel's Homer Research Labs complex, is on Lehigh's Mountain Campus in Bethlehem, Pennsylvania and is home to a number of university departments, as well as a dining room and observation tower that offer the benefit of a panoramic view of the surrounding hillsides and towns.

UniqueVenues.com/Lehigh

Portland State University Gets Ready to Unveil Viking Pavilion

PSU's accomplished basketball team will soon hold court in a new home at the brand-new Viking Pavilion, which will open in April. The new 3,400-seat arena is a \$51 million investment that upgrades the outdated Peter Stott Center into a new multi-purpose venue. The facility will be the epicenter of the university's men's and women's basketball games as well as volleyball competitions. Other on-site additions are slated to include a coffee shop, study space, and five classrooms that can be rented. One of the property's first large events is TechFestNW, which just signed a three-year deal with the pavilion for the annual summit. uv

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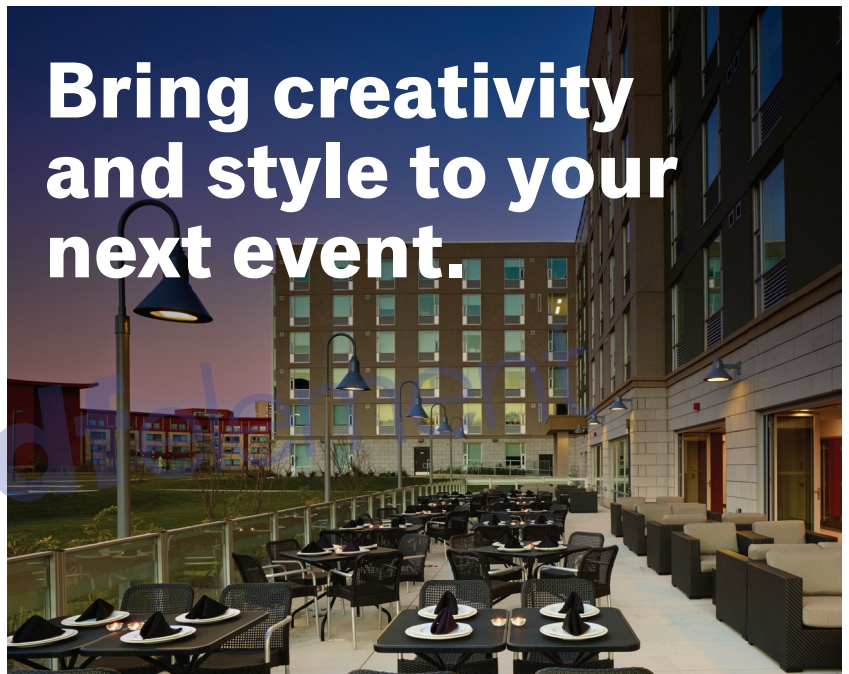
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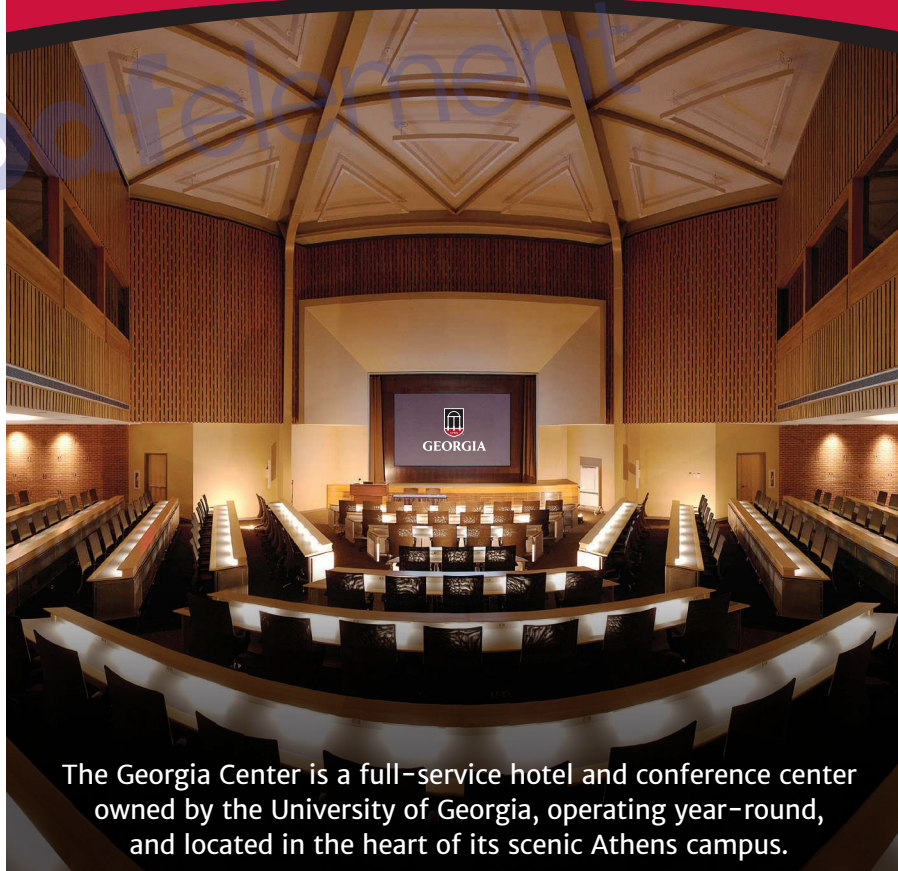
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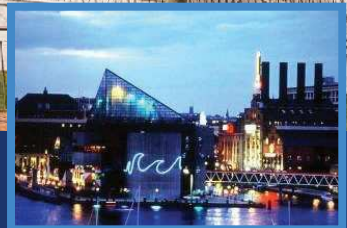
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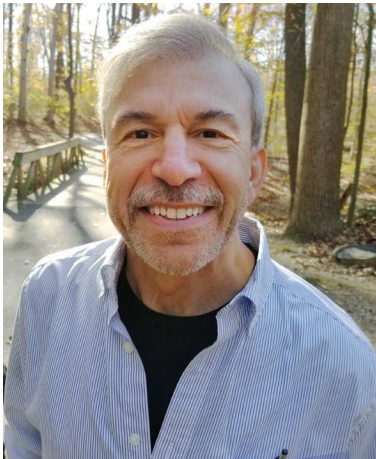
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INDUSTRY UPDATES

THE Founding Father



Pat Peretto retires as the director of conferences and visitor services at the University of Maryland, College Park, leaving behind an impeccable legacy in the collegiate conferences industry.

By Selena Fragassi

March 2018 was the last time Pat Peretto stepped foot on the University of Maryland, College Park in a professional role, after leading the campus' thriving conference and visitors service department for an incredible 33 years. With his well-deserved retirement, Peretto is looking forward to renovating his family's home and spending lots of quality time with his grandchildren, knowing that he has developed a team that can carry on his work and standard of quality.

Peretto was one of the original founding members of the Association of Collegiate Conference and Events Directors – International (ACCED-I) and led the way for a one-stop shop on the UMD campus before many others were doing it, but he credits the personnel he has worked with for helping him achieve this and many other landmark developments. “It’s one thing to be an idea person but another to have people that work to make those ideas a reality,” Peretto says. “I have a great team I leave behind there, and I’m so proud of the work they do.” In this chat, Peretto looks back at the past 40 years of his career and shares his thoughts on the future for the industry.

UV: *How did you first become interested in the conferences industry?*

PP: “My grandparents had a hotel and restaurant business and my aunt and uncle did as well. I grew up in those places and the hospitality business was in my blood. In college, I managed clubs, concerts, events, and other related roles, including

helping host a regional Association of College Unions International (ACUI) meeting. Later, while seeking a job at a university where I could earn a graduate degree, I sent in applications to Syracuse University and other major institutions and several months later I had an interview. At the time I was very young and couldn't remember what the job

was that [Syracuse] had asked me to come in and interview for; I went through the entire interview not really knowing what they wanted me to do. It turned out it was running and basically starting and growing a conference program. That's how I got started in 1979.”

UV: *When you started it was pretty much the dawning of the collegiate conference and event industry. How different was it back then?*

PP: "First of all there was no association for professionals in this line of work. Within the first two months at Syracuse I called people and found others who were coordinating conferences. We got together often and it spun off into becoming ACCED-I. It was very, very small, there were only 11 of us in the beginning. We grew it bit by bit and good people joined in and became part of it. What it is today is something I've been very proud to be part of."

UV: *The industry started so small and now every campus has some semblance of a conference program. Why do you think it got to be so big and popular?*

PP: "I think standardization and coming up with some basic standard operating procedures was part of it. Back when we started everyone had different procedures and we were stumbling over each other and learning by error; we needed a

more standardized approach. ACCED-I brought us together, and it just started growing. Institutions became increasingly interested in doing something in the summertime with these resources that sat idle. With the help of ACCED-I, we rose to the occasion and filled that need."

UV: *In the years since, what are some of the most exciting developments that have remained to this day?*

PP: "There have been so many. In my own experience, one of the things I really believe in is that resident life teams need to refresh and regroup and get ready for fall. A lot of institutions, especially in the beginning, said to housing teams, 'We need you to work year-round and not have a summer break.' But it was hard to keep up with good quality services because people were tired and burned out. So combining summer housing responsibilities is one big development a lot of campuses have adopted. Another thing is taking responsibility for the overall visitor experience. Fate gives us only one opportunity to make an impression and you can't put enough

importance on that aspect of what we do. It's a great responsibility to leave visitors with a feeling of wanting to come back again. The development of the one-stop shop—with one contact, one contract, one bill, it really has had a positive impact."

UV: *Is there anything new you see on the horizon?*

PP: "The public/private development of campus hotels coming to campuses will likely continue as colleges and universities continue to draw more year-round visitors for multiple reasons. That's definitely the future. The other thing is the value added part of what we do; everything we bring to the university reflects on it. It goes beyond making money in the summer and includes making sure the groups that visit fit well with the institution's mission, helping to advance research and outreach, and contributing to the economic growth of the greater community. In many ways we act as CVBs for our colleges & university's and our greater communities. As such, we want to represent them well." **uv**

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