GOAL 7

Grow and diversify revenue through the expansion of business enterprise, investment in research and innovation, intentional stewardship and philanthropy, and responsible management of revenues and expenses.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Measurable Outcomes</th>
<th>Responsible Area</th>
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</thead>
<tbody>
<tr>
<td>1. Develop and expand service contracts to increase financial support.</td>
<td>• Number and value of revenue generating campus-wide service contracts for the campus increases from three to five.</td>
<td>• AF</td>
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<td>2. Increase offerings in campus-wide and college extended studies programs.</td>
<td>• Double gross revenues by 2020 with a corresponding increase in the revenue share return to the campus.</td>
<td>• AA</td>
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<td>3. Grow auxiliary facilities and operations in order to provide increased revenue</td>
<td>• Double conference services gross revenues by 2020 with a corresponding increase in the revenue share return to the campus.</td>
<td>• AF</td>
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<td>4. Maintain total resource development focus.</td>
<td>• Campus budgets have revenues exceeding expenses each year</td>
<td>• AF, AA, SS, AD, CH</td>
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<td>5. Periodically review financial performance to the strategic plan in all campus areas</td>
<td>• Re-establish periodic budget reviews for all campus units</td>
<td>• AF</td>
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Goal 7 Comments

- Investing in facilities & extended studies will create an important return that we can take advantage of. If conference services continues to grow there will be a huge return!
- I like the expansions of opportunities to increase revenue. It would be nice to create a central auxiliary accounting department.
- While growing conference services should be a goal to protect student reservations & space. Also with doubling revenue look at expanding space on campus.
- Connect goal 7 with sustainability.
- Build new FDC and use a child development expert to lay our floor plan. A larger FDC would increase revenue for UCCS.
- Goal 7: Yes revenues should exceed expenses each year but remember as you are trying to grow programs in the first “growing pains” years programs will grow slowly and may not be successful financially at first. Extended studies needs to gain a solid reputation first before it can grow exponentially.
- Inc. Revenue = absolutely essential for obvious reasons!! Inc. in budgets to infrastructure is also absolutely essential to continue to grow and serve effectively towards goal of recruitment and retention!!
- Goal 7: When it comes to revenue and finance issues – well I’m stuck with trusting the experts! I think we have the best experts at UCCS. I’m happy to see the philanthropy made it into this goal.
- Make access to CWES services and other business enterprise ventures seamless. Potential customers should be able to register, pay, confirm order at one site with a few clicks. Right now the process is so cumbersome that it repels potential customers and makes the university look out of touch and antiquated. Make all services, registration, etc. follow an Amazon.com model for more engagement.
- Having conference infrastructure helps bring in extra income. However, do not lose focus that this is a campus for students.
- Most goals do not address staff increases. We need infrastructure increases to support these goals. Please put in the strategic plans.
- Auxiliary operations are a real growth opportunity for the campus to diversify revenue. As there is an increasing mindset to “buy local,” auxiliaries can capitalize on this.
- Important that existing student needs are addressed in plans to sell space/share resources that are student fee funded. Please target some new business ventures that directly benefit student/ faculty/staff needs vs. focusing all on off campus customers.
• Conference services measurable outcome is ambitious – be sure to partner/involve the campus in making this a reality. This is an important future revenue stream, we should all help it become reality.
• Agree – Don’t want growth in auxiliary services to take space needed for current services/programs.
• Very Important.
• Being innovative and supporting ext. studies academic programs is a must to achieve fiscal goals in the future. Great goal! Thank you.
• Goal 7: Yes! Pair this with focus on expanding research and improved marketing and let that drive increased enrollment and funding.
• When you look inclusively at the goals, it seems that they are somewhat independent of each other so I worry that they are not all collaborating with each other – should be cross – examined for continuity and complimentary. This is a lot to correct in this forum.
• Budget cuts have been effecting different departments across campus and their ability to fully serve students due to lack of faculty/staff or programs provided. Will this goal help these programs be able to function more effectively?
• I would like to see a summer program for high school Juniors to come to campus and take a class or two. The top performers could “win” a scholarship that could be funded by the cost of program. They could stay in the residence halls to fill up housing.
• I hope that the campus itself can accommodate all these goals and grow accordingly within the 8 year plan. These are big dreams.
• Continue to work with internal departments to help create alternatives for small-budgeted departments to provide outside vendors for student events.
• Goal 7: 3 – Some conference revenue come from charging the academic units for rooms. This increases revenue but it isn’t new money from outside since it’s just a budget transfer. This practice should be evaluated and stopped or adjusted.
• What about a sports wellness initiative?
• When the new performing arts building is built keep a small, cozy intimate performance space – this makes theatreworks events so preferable to large Pikes Peak Center events.
• I would caution against partnering with any entity that would involve that entity controlling philosophical aspects of the University. For example, it would be very dangerous to the quality of education to allow large donors to have a say in the hiring of faculty.
• A philanthropy for the students to volunteer at the FDC to promote arts, science, math, ideas to our children.
Recent moves to support enterprise have helped campus growth to date. I believe this is essential for responsible future growth.

Increased focus on cost/expense reduction by implementing more efficient processes and best practices.

7: Build sport related programs to partner with local and regional sports organizations. USOC.

Goal 7, Action 3: The action doesn’t seem to match the measurable outcome. “Grow Aux. Facilities” doesn’t directly map to “growing conference services” to me & ignores all the other Aux’s.

Goal 7, Action 1: Measureable outcome is not clear – increase described in quantity value increase not clear.

Growth responsibility due to need (student focus) & proper monetary allocations to fund – conference services plays a part, but also need other resources.

# 7: Consider ways to fund parking fees for staff and faculty. It is outrageous to charge nearly $50 a month for parking when the spaces are so limited.

Growth of conference services needs to address facility limitations. Will there be an expansion for them on campus for smaller events?

FDC auxiliary facility should be included to expansion plans! More students = more children needing care while parents are in class or teaching.