

# 2025 C3X Annual Conference & Expo

## Schedule of Events

**Sunday, November 16, 2025**

<b>6:00am - 6:00pm</b> <b>Staff Office</b>	
<b>6:30am - 3:00pm</b> <b>Registration</b>	
<b>7:30am - 8:45am</b> <b>First Time Attendee Breakfast</b>	
<b>7:00am - 4:00pm</b> <b>Volunteer &amp; Speaker Lounge</b>	
<b>9:00am - 9:45am</b> <b>Sponsored Workshop 1-2</b>	
<b>10:00am - 10:45am</b> <b>Sponsored Workshop 3-4</b>	
<b>11:00am - 11:45am</b> <b>Sponsored Workshop 5-6</b>	
<b>11:45am - 1:00pm</b> <b>Lunch on Your Own</b>	
<b>1:00pm - 1:30pm</b> <b>Opening Entertainment, Welcome Address &amp; Awards</b>	
<b>1:30pm - 2:30pm</b> <b>Opening Keynote</b>	
<b>2:30pm - 3:00pm</b> <b>Transition Break</b>	
<b>3:00pm - 3:45pm</b> <b>Concurrent Session 1: Balancing the Books and the Office: Pursuing a Doctorate in Higher Education While Working Full-Time in Student Affairs</b>	<p>Pursuing a doctoral degree in Higher Education is a powerful investment in professional growth, but for full-time student affairs professionals, balancing academic work, job responsibilities, and personal well-being can feel overwhelming. This session explores strategies for managing the unique challenges and rewards of completing a terminal degree while remaining fully engaged in the dynamic, high-touch world of student affairs. Through shared experiences, practical tools, and audience dialogue, participants will leave with both motivation and an action plan for their doctoral journey.</p> <p>Speakers:</p> <p>Dr. Tena Bennett, Assistant Vice Chancellor for Auxiliary Enterprises &amp; Student Affairs, Southern Illinois University</p> <p>Jeremy Schenk, Associate Vice President, Operations and Services, Northwestern University</p>
<b>3:00pm - 3:45pm</b> <b>Concurrent Session 2: Strategies to Accommodate Guest &amp; Visitor Parking</b>	<p>This panel presentation will bring together experts from university parking and transportation operations to discuss best practices for effectively managing the complexities of guest and visitor parking on campus. Panelists include key decision-makers and industry leaders associated with the parking industry. As parking creates the first and last experience for most everyone on a campus, the parking professional must work to provide a level of service that meets the needs of customers on a daily basis. These customers include students, faculty, support staff, and visitors/guests. We will focus on this last category as panelists share insights regarding innovations like mobile payments, flexible zoning and pricing, departmental permits, and parking options for hybrid workers. Issues will include simplifying the process of helping visitors find available parking spaces on campus; improve communications with parkers, and simplifying access and revenue control for both parkers and parking operations. The customer experience is a crucial component to any organization's success and having a positive guest/visitor experience is crucial when someone is visiting a department, on a campus tour, or attending a campus event.</p>

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<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 2:</b>  <b>Strategies to Accommodate</b>  <b>Guest &amp; Visitor Parking</b></p>	<p>Speakers:</p> <p>Mark Schleyer, PTMP, Account Executive , AIMS Parking/EDC Corp</p> <p>Joe Russo, Senior Direcotr Business Services , University of Pennsylvania</p> <p>Kendra Violet, Executive Director for Mobility and Parking Services, Stony Brook University</p> <p>JC Porter, Director Parking and Transportation Services, Arizona State University</p> <p>Doug Lape, Associate Vice Chancellor for Business Services, University of North Carolina Charlotte</p>
<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 3:</b>  <b>Campus Dining Showdown:</b>  <b>A Live Debate on Self-Op vs. Partner-Operated</b></p>	<p>When it comes to campus dining, deciding between self-operation and a partner-operated model can be one of the most complex and high-stakes conversations auxiliary leaders face. In this interactive session, we'll recreate a debate format recently used at Grinnell College—where it brought campus leaders together, elevated diverse perspectives, and led to greater clarity and alignment in less time.</p> <p>Co-hosted by a campus auxiliary services leader and an industry coach, this session puts dining operations center stage through a series of structured, time-limited debates on hot-button topics like mission alignment, staffing, student experience, and financial performance. The format is designed to promote clear thinking, active listening, and shared understanding—giving everyone a voice while accelerating meaningful dialogue.</p> <p>You'll leave with practical insights, fresh perspectives, and a facilitation tool you can bring back to your campus to navigate complex decisions with greater engagement and efficiency.</p> <p>Speakers:</p> <p>Todd Tekiele, CEO, City of Hospitality Group</p> <p>Rachel Bly, Assistant Vice President of Auxiliary Services, Grinnell College</p>
<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 4:</b>  <b>Preparing for the next generation of students: A review of primary research conducted with middle and high-school students.</b></p>	<p>Wondering how today's middle &amp; high school students (Gen Alpha) preferences and needs are changing? How this might inform enrollment marketing, campus planning or future auxiliary needs? Please join us for a session where we take a journey into understanding future potential Higher Education students, with an in-depth review of today's middle and high-school students.</p> <p>Led by speakers who work closely with over 700 school districts nation-wide, this session will offer unique access to a traditionally hard to survey audience. By conducting hundreds of focus-groups annually and speaking with students (and parents) to understanding preferences, concerns, and interests, this expert team will provide novel information in an engaging format. Proprietary data will be provided, as collected through 121 interactions with students nationwide, as well as incorporate third-party data from key industry leaders, providing attendees with actionable knowledge to share with their institution. Different than a session that generally discusses the same 'Gen A' antidotes we've heard before, this session will feature actual student feedback with the experts who work directly with them as primary, original insights. When working with your dining and auxiliary teams, or engaging in master planning, having a view of the future student needs, particularly as it relates to dining, creating community and belonging...next generation insights can help fuel your future.</p> <p>Attendees of the session will also be provided with a QR code to download more information to use outside of the session.</p> <p>Speakers Include:</p> <p>Salli Darden , Senior Vice President, Strategy Education Channel, Compass Group</p> <p>Ashley Kakas, SVP, Marketing, Chartwells K-12</p> <p>Katie Cornwell , SVP Sourcing &amp; Distribution, Conterra</p>

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<b>3:00pm - 3:45pm</b> <b>Concurrent Session 5:</b> <b>Finding New Revenue and</b> <b>Leveraging Innovation at the</b> <b>Student Union</b>	<p>Every university needs more revenue in the face of declining enrollments and less funding from external sources. Let's explore what new avenues for revenue generation might exist at your campus, how to validate that an opportunity is worth pursuing and who you need to work with to make it happen. We'll look at the process I use at UC Berkeley to identify gaps in student services and what students are looking for us to provide, if an opportunity could be a viable revenue source based on market evaluations and business model forecasting, and finally how to bring your opportunity to life while complying with campus policies and letting the student population know your new idea exists.</p> <p>Speaker:</p> <p>Ryan Adelman-Sessler, Director of Business Development &amp; Commercial Activities , UC Berkeley</p>
<b>3:00pm - 3:45pm</b> <b>Concurrent Session 6:</b> <b>Reimagining Access: A</b> <b>Digital Transformation of the</b> <b>Campus Store at Northern</b> <b>Marianas College</b>	<p>This session presents the digital transformation of the Northern Marianas College (NMC) campus bookstore, undertaken in partnership with MRM Consulting. Located in a remote U.S. territory in the Western Pacific Ocean/Micronesia, NMC faced significant barriers to delivering course materials including long shipping delays, limited vendor access, and outdated bookstore systems that hindered service to students on its three island campuses. Recognizing these challenges, the college initiated a full-scale modernization effort to ensure timely, equitable, and digitally enabled access to learning resources.</p> <p>Speakers:</p> <p>David Attao , Chief Financial Officer, Northern Marianas College</p> <p>Piding Sablan, Bookstore Manager, Northern Marianas College</p> <p>Mike Moore, Affiliate Research Assistant Professor , University of New Hampshire</p>
<b>3:45pm - 4:00pm</b> <b>Transition Break</b>	
<b>4:00pm - 4:45pm</b> <b>Concurrent Session 7:</b> <b>Turning Insight into Action:</b> <b>How Business Officers Use</b> <b>Data to Drive Results</b>	<p>Data is only powerful when it informs action. This panel session brings together seasoned University Business Officers who are leveraging data analysis to guide strategic decisions and secure leadership support.</p> <p>The session will begin with a 10-minute overview of how data is transforming auxiliary services and broader campus operations. From there, our panelists will dive into how they collect, interpret, and act on data in their respective institutions. Panelists will share specific tools and methods they use—such as real-time feedback from mobile platforms, student satisfaction surveys, and operational usage metrics—and explore how these insights are used to optimize services, allocate resources, and align decisions with institutional priorities. Attendees will gain an inside look at how to craft data-driven stories that resonate with senior leadership and demonstrate measurable value. The final 15 minutes will be an interactive audience Q&amp;A, providing participants an opportunity to ask questions and share challenges from their own campuses.</p> <p>Whether you're just beginning to explore data or looking to take your analytics to the next level, this session will provide practical tools and strategies you can implement immediately.</p> <p>Speakers:</p> <p>Jennifer Wood, MBA, VP, Business Development, Touchwork</p> <p>Brett Jackson, Associate Vice President for Auxiliary Services, University of Georgia - Athens</p> <p>Mark Ironside, Associate VP For Auxiliary services, Lehigh University</p> <p>Jeffrey Weissinger , Assistant Director - Operational Effectiveness</p> <p>Garett DiStefano, Director of Residential &amp; Retail Dining Services, University of Massachusetts Amherst</p>

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**4:00pm - 4:45pm**  
**Concurrent Session 8:**  
**Brewing Success: How**  
**a Campus Coffee Shop**  
**Became a Revenue Driver**  
**and Student Game-Changer**

In 2023, when the University of Guam opened its own on-campus coffee shop, Cafe Sirena, it was a bold move — one brewed from a vision of self-sustainability, student support, and innovative auxiliary revenue. Today, that vision is thriving.

Operating from just 350 square feet with limited hours on a commuter campus, Cafe Sirena now brings in over \$33,000 in monthly revenue, far surpassing initial projections. In its second year, the shop reduced costs by 20%, created 9 jobs (including one full time staff member and part-time student employment), and became a vibrant campus hub praised for its service, atmosphere, and impact.

The real win? Students call it “a pivotal part of my growth,” citing flexible scheduling, professional development, and financial support that helps them stay enrolled. A recent survey also showed overwhelming customer satisfaction and demand for even more offerings.

This session breaks down how intentional choices — from layout to menu mix to staffing — transformed a small, self-operated café into a high-performing, mission-aligned success. You'll leave with practical ideas for launching or optimizing campus-run enterprises, whether your goal is revenue generation, student engagement, or both.

Bonus: Get a sneak peek at the next phase — Cafe Sirena's expansion into a second campus location. Proof that with the right recipe, even the smallest spaces can brew big results.

Speakers:

Jonas Macapinlac, MBA, Chief Marketing and Communications Officer, University of Guam

Mynette Dizon, Manager, Triton Store and Retail Services

Rachel Field, Interim Director, Auxiliary Enterprises

Leilani Castro, Food Services and Vending Manager, University of Guam

**4:00pm - 4:45pm**  
**Concurrent Session 9:**  
**Transforming Campus Life:**  
**Creating Hopkins' First True**  
**Student Center**

This session explores the development of the new Hopkins Student Center (HSC), a transformative project redefining student life at Johns Hopkins University. Originally conceived as a centralized residential dining hub, the vision evolved toward a distributed dining model—embedding food options across campus to foster social connections, convenience, and a dynamic campus experience. Attendees will learn how this approach aligns with national collegiate dining trends and supports a more integrated, vibrant campus community. Designed by a renowned architect and developed amid significant budget constraints and heightened security concerns, the HSC represents Hopkins' first centralized student center. It aims to create the university's long-missing “living room”—a welcoming space for students, faculty, staff. The session will cover strategies for integrating retail dining into student meal plans, maintaining high building standards (APPA Level 1), and balancing accessibility with safety in an urban setting. Presenters will share insights into stakeholder collaboration, navigating competing priorities, and operationalizing a facility that meets both ambitious university goals and donor expectations. This case study offers valuable lessons for institutions undertaking major capital projects designed to reshape the student experience.

Speakers:

Matthew Moss , Assistant Vice Provost, Dining and Auxiliary Services | Student Affairs, Johns Hopkins University

Kim Martin, Vice President of Business Development, Brailsford and Dunlavey

Rob White, President, Envision Strategies

Rick Thomas, Senior Consultant, Brailsford and Dunlavey

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<p><b>4:00pm - 4:45pm</b>  <b>Concurrent Session 10:</b>  <b>Beyond Access: Unlocking Data and Maximizing the Value of Your Campus Card</b></p>	<p>Your campus card is more than just a way to get into building or buy a sandwich - it's one of the most under-leveraged assets for improving service delivery, student engagement, and institutional decision making. This session will explore the top ten high-impact uses of the campus card and how each one contributes value to campus life and operations. Through active engagement - live polls, real-use cases, and scenario-based discussions - we'll surface innovative practices and re-imagine the role the campus card can play in data-informed decisions. This session will show you that the campus card is the gateway to life on campus!</p> <p>Speakers:</p> <p>Kim Gaham-Pfeffer, Director Emory Card, Emory University</p> <p>Dawn Thoma, CEO, NACCU</p>
<p><b>4:00pm - 4:45pm</b>  <b>Concurrent Session 11:</b>  <b>Innovative Levers for Enhanced Dining Services: A Path to Revenue Growth and Student Satisfaction</b></p>	<p>This session explores strategic approaches to enhancing on-campus dining with the dual goals of increasing revenue and improving student satisfaction. We begin with an overview of the current state, including existing meal plans, discounts, and offerings, as well as key metrics on financial performance and student feedback. Participants will be introduced to the concept of "levers"—adjustable elements within the dining system that can significantly influence outcomes. We'll examine how these levers, when strategically managed, can better align services with student needs while boosting profitability. The session will delve into pricing strategies such as targeted discounts and service bundling. This session will also explore operational efficiencies through process improvements and automation. Technology integration will be highlighted, with a focus on addressing food deserts with fresh offerings, enhancing convenience through mobile ordering, and improving communication via technology tools such as direct texting services and Inbox management software. To elevate the customer experience, we'll discuss the impact of pop-up events, loyalty programs, and customizable student choice menus. Finally, we'll outline key performance indicators for success and strategies for continuous improvement. The session will conclude with a summary of key takeaways and an interactive discussion inviting participants to suggest additional levers for consideration.</p> <p>Speakers:</p> <p>Dr. Emily Messa, CASP, Sr. Associate Vice Chancellor/Associate Vice President for Administration, University of Houston System</p> <p>Patrick Albritton, Associate Vice President of Auxiliary Services, Texas Tech University</p>
<p><b>4:00pm - 4:45pm</b>  <b>Concurrent Session 12: The Strategy &amp; Art of Campus Marketing</b></p>	<p>The presentation highlights the different services offered by ABS, such as the Aviation Center, Bryce Jordan Center, General Stores, Housing and Food Services, Lion Surplus, Multimedia and Print Center, and Transportation Services. The presentation is structured with case studies that illustrate how strategy and art play a role in improving the customer experience, showcasing designs across the Commonwealth.</p> <p>The session will also delve into the collaboration between units and the insights we've learned. It will emphasize the importance of information gathering and understanding goals and challenges while working together. Additionally, the presentation will use storytelling and showcase final products so audience members can understand the process from beginning to end.</p> <p>Examples of successful collaborations include:</p> <ul style="list-style-type: none"> <li>•State College Area Regional Airport: This project involved stakeholders, modified processes, feedback, and approach and design.</li> <li>•Bryce Jordan Center: The story of supporting ambitious timelines for quick turnaround and launch, and other designs created for BJC concessions.</li> <li>•Housing and Food Services: The evolution of the approach from wayfinding in person to mobile and kiosks for online ordering.</li> <li>•State Chik'n: The story of State Chik'n and the designs across the Commonwealth.</li> </ul> <p>Speakers:</p> <p>Diane Espy M.Ed., Director of Marketing and Communications, Auxiliary and Business Services</p> <p>Amy Bressler, Associate Director, Campus Residential Dining</p>

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4:00pm - 4:45pm <b>Concurrent Session 12: The Strategy &amp; Art of Campus Marketing</b>	Speakers Continued:  Anne Dixon, Lead Marketing Strategist, Auxiliary and Business Services  Andy Heckathorne, Art Director, Auxiliary and Business Services  Tracy Walker, Associate Director, Housing and Food Services, Penn State
5:00pm - 7:00pm <b>Opening Reception</b>	
8:00pm - 10:00pm <b>Hospitality Suite</b>	

### Monday, November 17, 2025

6:00am - 6:00pm <b>Staff Office</b>	
6:15am - 7:00am <b>Walking Groups</b>	
7:00am - 5:00pm <b>Registration</b>	
7:00am - 8:00am <b>Regional Breakfasts</b>	
8:00am - 5:00pm <b>VIP CASP &amp; Leadership Lounge</b>	
8:00am - 5:00pm <b>Volunteer &amp; Speaker Lounge</b>	
8:00am - 8:30am <b>Transition Break</b>	
8:30am - 9:00am <b>General Session Announcements &amp; Awards</b>	
9:00am - 10:00am <b>General Session</b>	
10:00am - 2:00pm <b>Business Partner Showcase</b>	
12:00pm - 1:30pm <b>Lunch in Business Partner Showcase</b>	
2:00pm - 2:15pm <b>Transition Break</b>	
2:15pm – 3:00pm <b>Concurrent Session 13: Elevating Onboarding in Higher Education: Strategies for Engaging Student Workers and Full-Time Staff</b>	<p>Effective onboarding is essential for retaining top talent and supporting a positive campus work environment. This 45-minute session is designed for HR professionals, department leaders, and student employment coordinators who want to strengthen their onboarding and training practices for both student workers and full-time staff.</p> <p>Participants will learn four key strategies to overhaul their current approach, reduce turnover, and foster engagement from day one. The session will explore the importance of job clarity, communication, and institutional culture—along with tools like short-form video training, learning management systems, and supervisor support resources.</p> <p>Through higher education-specific examples and practical frameworks, attendees will leave</p>



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<p><b>2:15pm – 3:00pm</b>  <b>Concurrent Session 13:</b>  <b>Elevating Onboarding in Higher Education: Strategies for Engaging Student Workers and Full-Time Staff</b></p>	<p>equipped to audit their own programs and begin building a scalable, effective onboarding process that empowers new hires and supports front-line supervisors. Whether you're managing dining hall staff, resident advisors, campus security, plant operations, or transportation teams, this session provides actionable insights tailored to the unique needs of college and university settings.</p> <p>Includes access to a free onboarding audit worksheet, implementation roadmap, and sample resources to take back to your institution.</p> <p>Speaker:</p> <p>Greg Gorgone, Co-Founder, President, Pineapple Academy Inc.</p>
<p><b>2:15pm – 3:00pm</b>  <b>Concurrent Session 14:</b>  <b>Enhancing Efficiency in Mail Services: Transformative Strategies &amp; Success Stories</b></p>	<p>This session will explore the strategies and best practices for centralizing mail services, drawing insights from three distinct universities. Join us to learn how our institutions have successfully streamlined our mail services, resulting in improved efficiency, cost savings, and enhanced service delivery. Whether you're looking to revamp your current system or seeking inspiration for new initiatives, this session offers practical advice and actionable insights to elevate your mail services to the next level.</p> <p>Speakers:</p> <p>Elysa Reichart, Auxiliary Services Manager , Gonzaga University</p> <p>Andy Lachman, Manager of University Housing, Food &amp; Mail, University of Hawaii at Manoa</p> <p>Amber Grenhart, Director, Student Union &amp; Event Services, Fort Lewis College</p>
<p><b>2:15pm – 3:00pm</b>  <b>Concurrent Session 15:</b>  <b>Recipe for Success: How A Failed RFP Process Helped Turn Webster University's Dining Program Around</b></p>	<p>Webster University has a unique experience with dining RFPs. After determining the need to go out to bid, Webster failed to solicit any worthy proposals from a self-managed process in the '23-'24 academic year. Webster retained JGL Consultants to re-launch the process this past academic year, with dramatically better results. In this presentation, Webster and JGL will explore various snapshots of the two RFP processes and aim to identify the differences which led to a successful contract award.</p> <p>With the previous unsuccessful RFP in mind, JGL and Webster undertook a comprehensive re-launch of the bidder search. Fact-finding on the prior RFP's failure and extensive discussions with Webster stakeholders informed how best to re-launch the RFP process to gain more bidder interest. This was combined with Webster's twin desires to improve the student experience while maintaining financial sustainability of its dining program. We will examine various snapshots throughout the follow-up RFP process to illustrate how goals were identified and communicated to bidders, how Webster undertook its decision-making process, and how Webster went about transitioning to a new dining provider.</p> <p>While the RFP process has concluded, this was just the first step in an important journey for Webster's dining vision. We will conclude by looking at Webster's overall strategic plan, what part its dining program will play in its success, and how it will look to iterate on a constantly changing, rather than static, program, to meet its evolving needs.</p> <p>Speakers:</p> <p>Connor Leahy, Senior Consultant, JGL Consultants</p> <p>John Buck, AVP of Student Affairs &amp; Dean of Students, Webster University</p>
<p><b>2:15pm – 3:00pm</b>  <b>Concurrent Session 16: Community College Challenges in Auxiliary Services</b></p>	<p>Community colleges face a unique set of challenges—tight budgets, fluctuating enrollment, and a rapidly evolving course materials landscape. This roundtable session will provide an open forum for auxiliary leaders from two-year institutions to share strategies, successes, and stumbling blocks as they navigate rising costs, changing student needs, and shifts in bookstore and course material models. Join your peers for a candid, collaborative discussion focused on practical solutions, vendor relationships, and new approaches to delivering high-quality services in a lean environment. Whether you're rethinking dining, retooling your retail operations, or</p>

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<b>2:15pm – 3:00pm</b> <b>Concurrent Session</b> <b>16: Community College</b> <b>Challenges in Auxiliary</b> <b>Services</b>	<p>responding to declining foot traffic, this session is your chance to connect, learn, and leave with actionable ideas.</p> <p>Speaker:</p> <p>Jessica Bender, MBA, CASP, Auxiliary Services Manager, Palm Beach State College</p>
<b>2:15pm – 3:00pm</b> <b>Concurrent Session 17: The</b> <b>Long Game: Reimagining</b> <b>Dietrick Hall Through</b> <b>Partnership, Flexibility, and</b> <b>Resilience</b>	<p>What does it take to deliver a transformational dining experience when the only constant is change? In this session, Virginia Tech Dining Services and Hanbury share the story of Dietrick Hall—a project that began as a study in 2016 and evolved through multiple shifts in scope, budget, and vision before opening its doors post-pandemic. Navigating a difficult construction environment, pricing escalation, adapting to fluctuating enrollment patterns, and responding to evolving student expectations, the team brought to life a multifunctional space that blends dining, gathering, and wellbeing.</p> <p>You'll hear directly from the university and design team about what made this project work—from building strong internal partnerships to making cost-effective design decisions that protected long-term goals. We'll explore the value of staying flexible in both vision and execution, and how a campus dining renovation can become a catalyst for deeper student engagement and belonging. Whether you're preparing to renovate, expand, or just rethink your dining strategy, this session offers real-world insights you can use to move forward with confidence.</p> <p>Speakers:</p> <p>Matthew Lee, CID, LEE AP, WELL AP, Principal, Hanbury</p> <p>Brian Grove, Director of Dining Services</p> <p>Brandon Hendricks, Senior Associate Director of Dining, Virginia Tech</p>
<b>2:15pm – 3:00pm</b> <b>Concurrent Session 18:</b> <b>Future-Proofing Auxiliary</b> <b>Services: How PK-12</b> <b>Trends Are Shaping College</b> <b>Expectations</b>	<p>This session offers a one-of-a-kind perspective at NACAS: a look at college auxiliary services through the eyes of a PK-12 institution. While NACAS sessions typically focus on higher education operations, this presentation will highlight what the next generation of college students are already experiencing in private independent high schools—and how those experiences will shape their expectations on your campus.</p> <p>Private school students make up a significant portion of college admissions, and they arrive with expectations built on high-quality, highly personalized services—from organic dining and reliable transportation to pristine facilities and concierge-style student support. More than that, they are a highly engaged generation who expect a voice in shaping their environment, demand transparency and ethical responsibility, and will actively advocate for sustainability and fair labor practices.</p> <p>This session will provide (a) a deep dive into PK-12 auxiliary service trends that are shaping the next generation's expectations; (b) actionable strategies for student-centered service design, ensuring engagement and responsiveness; and (c) a roadmap for integrating sustainability, ethical labor practices, and transparency into auxiliary operations.</p> <p>Colleges and universities that fail to recognize these shifting expectations risk student dissatisfaction and disengagement, leading to calls for change. Understanding the PK-12 auxiliary landscape provides a strategic advantage, allowing institutions to proactively adapt their services to meet the expectations of these highly engaged students before they arrive.</p> <p>By bringing a fresh perspective from outside higher education, this session will challenge attendees to rethink traditional service models and proactively align with the needs of the students they will soon serve.</p> <p>Speaker:</p> <p>Teddy O'Rourke, Ed.D., Chief Operating Officer, Ethical Culture Fieldston School</p>



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**Monday, November 17, 2025**

**3:00pm - 3:15pm**  
**Transition Break**

**3:15pm - 4:00pm**  
**Concurrent Session 19:**  
**Beyond the Balance Sheet:**  
**Using Assessment and**  
**Strategy to Lead Winning**  
**Auxiliary Enterprises**

In today's dynamic higher education environment, auxiliary services leaders must play a strategic role far beyond generating revenue. Success demands a data-informed approach that connects operations to the student experience, institutional priorities, and future growth. In this interactive session, the Associate Vice President for Student Affairs, Director of Assessment and Strategic Planning, and Director of Dining and Concessions at Auburn University will share proven strategies for leveraging assessment, strategic planning, and program review to manage and elevate the auxiliary enterprise.

Attendees will learn how to use data analysis for compelling storytelling, support sound decision-making, and demonstrate value that extends well beyond financial contributions. Participants will explore real-world examples of how strategic planning directly enhances the student experience and fuels staff professional development.

Through live polling, small group discussions, and practical templates, participants will leave with actionable tools and strategies they can immediately implement to "stack the deck" for success at their institutions. Whether you're new to assessment or looking to deepen your practice, this session will equip you to build a stronger, more strategic auxiliary operation ready to meet today's challenges.

Speakers:

Bryan Rush, Ph.D., Associate Vice President, Auburn University

Vanessa Harrison, Director of Assessment and Strategic Planning, Auburn University

Glenn Loughridge, Director of Campus Dining and Concessions, Auburn University

**3:15pm - 4:00pm**  
**Concurrent Session 20:**  
**Adapting to Change: How**  
**Auxiliary Services Are**  
**Navigating New Realities in**  
**Higher Education**

Higher education is experiencing significant disruption due to shifts in the political landscape. Funding cuts are impacting public institutions, private colleges, and Ivy League universities alike, creating new financial realities that are already being felt across campuses. As major revenue generators, auxiliary services—particularly dining services—are facing increasing pressure to adapt. Hiring freezes, halted construction schedules, and growing expectations to generate additional revenue have placed auxiliaries at the forefront of institutional change.

This session will bring together a distinguished panel from the University of Michigan, University of Massachusetts, Yale University, and Rhode Island School of Design to discuss the impacts of these changes on their institutions and how they are strategically responding. Panelists will share insights into the specific challenges they are encountering, including workforce management issues, shifting operational priorities, and the need for not just greater financial self-sufficiency, but for the ability to assist the greater university community.

Attendees will learn how these institutions are proactively re-strategizing their auxiliary services, with a focus on innovative revenue strategies, efficiency improvements, and the reimagining of dining services to meet new demands while maintaining student satisfaction. The panel will also explore how auxiliary units are collaborating more closely with academic and administrative stakeholders to align with broader institutional goals during this period of transition.

Whether your campus is already feeling the impact of these changes or is preparing for future challenges, this session will provide valuable perspectives and practical strategies to help auxiliary leaders navigate an uncertain future with resilience and creativity.

Speakers:

Sojo Alex, Executive Principal, Envision Strategies

Steve Giardini, Senior Director of Michigan Dining

Garett DiStefano, Director of Residential & Retail Dining Services, University of Massachusetts Amherst

Adam Millman, Senior Director of Residential Dining, Yale University

Ginnie Dunleavy, Executive Director of Auxiliary Services, Rhode Island School of Design

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<b>3:15pm - 4:00pm</b> <b>Concurrent Session 21:</b> <b>Brokie: Using Sponsorships to Create Alternative Streams of Revenue!</b>	<p>Tight budgets shouldn't mean small impact! In this session, we're diving into the art of leveraging sponsorships to stretch your dollars and elevate your programming—even when funds are low. Whether you're planning events, managing a department, or running a grassroots initiative, you'll learn how to creatively and confidently secure sponsorships that provide real value. From identifying potential partners to pitching your vision and maximizing in-kind support, this session will equip you with tools to turn "broke" into breakthrough. Walk away with actionable strategies you can implement immediately to cut costs without cutting corners.</p> <p>Speakers:</p> <p>Jessica Bailey, Director of Business Services, Kennesaw State</p> <p>Tyrone Smiley, Ed.D., Executive Director of Auxiliary Services, Middle Georgia State University</p>
<b>3:15pm - 4:00pm</b> <b>Concurrent Session 22:</b> <b>Enhancing the Student Experience: Streamlining Financial Aid in the Campus Store</b>	<p>This session will explore Frederick Community College's efforts to streamline student financial aid and third-party sponsored account use in the bookstore. The effort automated verification of student aid eligibility at checkout, provided real-time reconciliation of bookstore purchase with financial aid records in the Student Information System, reduced manual process workload for the bookstore, financial aid, and Bursar office staff, and improved the student experience by eliminating administrative roadblocks. The systems implemented to automate financial aid also provided an opportunity for Frederick Community College to establish distinct automated billing workflows for Dual Enrollment students. Attendees will be provided data on institutional labor cost-savings and impact on financial aid use in the bookstore.</p> <p>Speakers:</p> <p>Fred Hickenberry, Executive Director, Auxiliaries, Procurement and Special Projects, Frederick Community College Bookstore</p> <p>Mike Moore, Affiliate Research Assistant Professor, University of New Hampshire</p>
<b>3:15pm - 4:00pm</b> <b>Concurrent Session 23: Enhancing student engagement in food service with tech and fun!</b>	<p>In an era of streamlining and hyper-focused service models, VCU is updating the model for using food service spaces. In this session, Stephen and Jason will discuss and illustrate enhancements made to Shafer Court Dining and will show how alignment to student outcomes is increasing both participation and engagement. Learn how this campus linked play to students dining process to increase space use and develop community. While not focused on RecRe, there will also be a quick discussion of how RecRe boxes played a role in learning through data, providing access to the games, and creating a positive outcome for the students.</p> <p>Speakers:</p> <p>Jason Levy, CASP, Account Manager, RecRe</p> <p>Stephen Barr, Director of Business Services, Virginia Commonwealth University</p>
<b>3:15pm - 4:00pm</b> <b>Concurrent Session 24:</b> <b>Coming Soon</b>	
<b>4:00pm - 4:30pm</b> <b>Transition Break</b>	
<b>4:30pm – 5:15pm</b> <b>Concurrent Session 25: All In on Innovation: A High-Stakes Bet on the Future of Campus Dining</b>	<p>This session will explore the journey of creating a modern, tech-forward dining concept—from the decision to replace a dated facility in a 65-year-old dorm mezzanine, to designing and building a new, cost-effective space that meets today's student expectations. We'll discuss how the COVID-19 pandemic impacted our plans, leading to design pivots and budget adjustments along the way. In addition to the construction and layout process, we'll share how we embraced the ghost kitchen model to maintain flexibility without the need for constant rebranding or menu changes. We'll also highlight how we rebranded and transformed our largest on-campus convenience store into a vibrant, market-style experience tailored to evolving student needs. Finally, we'll cover our digital integration strategy—including food lockers, kiosks and mobile ordering—and how we launched it all with a successful, community-centered week-long grand opening celebration.</p>

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<p><b>4:30pm – 5:15pm</b>  <b>Concurrent Session 25: All In on Innovation: A High-Stakes Bet on the Future of Campus Dining</b></p>	<p>Speakers:</p> <p>Tracie Brown, Assistant Vice President, Student Union Business Affairs, Oklahoma State University -Stillwater</p> <p>Vedda Hsu, Director, University Dining Services, Oklahoma State University -Stillwater</p> <p>Debbie Shotwell, Assistant Director, Student Union Marketing, Oklahoma State University -Stillwater</p>
<p><b>4:30pm – 5:15pm</b>  <b>Concurrent Session 26: Accelerating Academic Momentum: The Cougar Textbook Access Program's Role in Student Success</b></p>	<p>It is critical now more than ever that auxiliary services departments connect with the larger university mission of supporting student success outcomes. As part of that effort, data can provide a powerful way to show direct connections between our programs and student success outcomes, such as semester hour completion and grade point average. This study examined the effect of a textbook access program on direct student outcomes at one institution. Part of this work was to examine whether this institution's textbook access program supports academic momentum. The academic momentum perspective suggests that the speed with which undergraduates initially progress in college significantly affects their likelihood of completing a degree. Since textbook access programs are geared toward providing course materials at a flat rate in a timelier manner than obtaining course materials independently, it seems important to test how this program serves as an intervention for academic momentum.</p> <p>The Cougar Textbook Access Program (CTAP) is a University of Houston program that provides all course materials in a digital-first model for a flat fee. CTAP was launched in fall 2023, after a successful inclusive access pilot. This longitudinal exploratory case study of CTAP in spring 2025 used four long academic semesters of student outcome data to examine program outcomes and impacts on student success, such as term GPA and semester hours completed over time. This study also looked at the impact of this program on outcomes for Pell Eligible and First Generation students. This is the first such exploratory study examining longitudinal data from a course material program designed in the manner of CTAP. Findings from these analyses will guide future work to understand how CTAP and institutional equitable access programs affect student success outcomes.</p> <p>These exploratory data are studies that could be valuable to any institution seeking to understand how these programs have the potential to impact students beyond the savings. Additionally, these data can help inform administrators about the value these programs have in supporting students. These outcome data can help drive discussions about the programs and inform communication to parents and students. Data from these analyses can be used in future studies to further understand elements impacting retention. These are analyses that can be conducted with intermediate to advanced knowledge of MicroSoft Excel and do not require advanced statistical software.</p> <p>Speakers:</p> <p>Dr. Emily Messa, CASP, Sr. Associate Vice Chancellor/Associate Vice, President for Administration, Univeristy of Houtson System</p> <p>Dr. Dave Louis, Professor, Ed Leadership and Policy Studies, University of Houston</p>
<p><b>4:30pm – 5:15pm</b>  <b>Concurrent Session 27: From Idea to Impact: How to Plan and Execute Memorable Campus Events</b></p>	<p>Planning and executing a successful campus event takes more than great food. It requires strategic alignment, thoughtful collaboration, a deep understanding of your student population and a commitment to creating a memorable student experience. Whether you're hosting a cultural celebration, a dining event or a large-scale student engagement initiative, the principles for success remain the same: clear goals, seamless execution, authentic connection and measurable impact.</p> <p>In this session, the marketing team from Virginia Commonwealth University (VCU), will walk through the full event development process, emphasizing the importance of knowing your audience—understanding student interests, cultural dynamics and engagement drivers.</p>

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<p><b>4:30pm – 5:15pm</b>  <b>Concurrent Session 27:</b>  <b>From Idea to Impact: How to Plan and Execute Memorable Campus Events</b></p>	<p>You'll learn how to align event planning with institutional priorities, foster meaningful cross-campus partnerships, craft excitement through marketing and storytelling and manage logistics to deliver seamless, high-energy experiences.</p> <p>We'll also explore how to define success metrics from the beginning—tracking attendance, gathering feedback and analyzing engagement—to ensure your events inspire in the moment and drive lasting strategic outcomes. Drawing from real-world examples, we'll highlight several of the most popular and impactful events produced by the VCU Dining program, sharing practical lessons and best practices that can be adapted for campuses of any size.</p> <p>Whether you're launching a new initiative or elevating existing programming, you'll leave this session equipped with proven frameworks, creative inspiration and evaluation strategies to deliver events that captivate, connect and create meaningful results for your campus community.</p> <p>Speakers:</p> <p>Christy Rabil, Director of Marketing and Retail Services, Virginia Commonwealth University</p> <p>Anna Obermiller, Senior Communications Specialist, Virginia Commonwealth University</p>
<p><b>4:30pm – 5:15pm</b>  <b>Concurrent Session 28:</b>  <b>From Permit to Profit: How AI Robotics Transformed Campus Parking at Xavier</b></p>	<p>Like many campuses, Xavier University's parking operation faced challenges rooted in under-enforcement, lost revenue, and a frustrating user experience. With no dedicated parking manpower or resources, reliance on outdated manual processes, and limited enforcement coverage, the system had become inefficient and costly.</p> <p>Through a strategic transformation led by Auxiliary Services, Xavier University reimagined its entire parking model. The introduction of a digital platform and license plate recognition (LPR) technology streamlined permitting, modernized enforcement, and expanded operational capacity, all while remaining responsive to the unique needs of the campus community.</p> <p>Now, Xavier is exploring its next evolution: the integration of AI robotics to support autonomous enforcement, intelligent surveillance, and real-time service for students, faculty, staff, and visitors. These advancements not only improve operational efficiency but elevate the first impression and day-to-day experience of arriving on campus.</p> <p>This session will walk through Xavier's transformation from a reactive, under-resourced parking operation to a proactive, data-informed model that supports customer satisfaction and generates revenue. We'll highlight how we implemented term-based, time-based, and event-based permits, accommodated diverse parking rules, and built a flexible system tailored to Xavier's campus culture.</p> <p>Speaker:</p> <p>Jennifer Paiotti, CASP, Associate Director Business &amp; Operations, Xavier University</p>
<p><b>4:30pm – 5:15pm</b>  <b>Concurrent Session 29:</b>  <b>The hand you're dealt: Lower costs and maximize impact through a "district approach" to facility planning</b></p>	<p>Campus auxiliaries professionals are regularly asked to maximize the impact of their existing operations (the hand they've been dealt!). Sometimes facilities are too small, poorly located, in need of renovation, or operationally obsolete. Simultaneously, the pressure on higher education to improve the student experience and assure student success might never have been higher. Getting leadership approval for major capital projects is exceedingly difficult, and the availability of financial resources to demolish and replace is a thing of the past, especially if perceived as isolated or disconnected from other campus initiatives. District thinking is a more strategic and supportable approach (increase your odds!) to securing resources and serving students by reimagining how your existing campus assets are utilized. By collaborating with others to elevate planning beyond the walls and to a district level, greater impact is achieved at a lower cost. This session will describe four case studies in which district thinking was used, focusing particularly on Northwestern and Purdue Universities, and the outcomes achieved in lowering costs, increasing revenues, and improving the student experience.</p>

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<b>4:30pm – 5:15pm</b> <b>Concurrent Session 29:</b> <b>The hand you're dealt:</b> <b>Lower costs and maximize</b> <b>impact through a “district</b> <b>approach” to facility</b> <b>planning</b>	<b>Speakers:</b>  Dr. Loren Rullman, Principal & Director, Higher Education, Workshop Architects  Jeremy Schenk, Associate Vice President, Operations and Services, Northwestern University  Zane Reif, Associate Vice President, Campus Services, The University of Texas at Austin  Jan van den Kieboom, President & Founding Principal , Workshop Architects
<b>4:30pm – 5:15pm</b> <b>Concurrent Session 30:</b> <b>Coming Soon</b>	
<b>8:00pm - 10:00pm</b> <b>Hospitality Suite</b>	

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<b>6:00am - 6:00pm</b> <b>Staff Office</b>	
<b>6:15am - 7:00am</b> <b>Walking Groups</b>	
<b>7:00am - 11:00am</b> <b>Registration</b>	
<b>8:00am - 5:00pm</b> <b>VIP CASP &amp; Leadership</b> <b>Lounge</b>	
<b>8:00am - 5:00pm</b> <b>Volunteer &amp; Speaker Lounge</b>	
<b>8:00am - 9:00am</b> <b>Breakfast in Business</b> <b>Partner Showcase</b>	
<b>8:00am - 10:45am</b> <b>Business Partner Showcase</b>	
<b>10:45am - 11am</b> <b>Transition Break</b>	
<b>11:00pm - 12:00pm</b> <b>Keynote Speaker</b>	
<b>12:00pm - 1:30pm</b> <b>Business Meeting Lunch &amp;</b> <b>Foundation Flip-a-Coin</b>	
<b>1:30pm - 2:00pm</b> <b>Transition Break</b>	
<b>2:00pm - 2:45pm</b> <b>Concurrent Session 31:</b> <b>Restaurant Builder: The</b> <b>Future of Experiential</b> <b>Learning</b>	<p>The Restaurant Builder course shows how auxiliary units can become a part of the educational model by working directly with the academic side of our institution. Carnegie Mellon has created a first-of-its-kind class where students are building a student-run restaurant in a for-credit class that will be opened on campus the following fall. In this course, they are also working at the current on campus student-run restaurant “Capital Grains” to gain experience in this industry. This presentation is aimed at creating additional value for ourselves in the auxiliary space, while also creating course content at our institutions.</p> <p><b>Speaker:</b></p> <p>Joe Beaman, Director of Dining Services, Carnegie Mellon University</p>



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<p><b>2:00pm - 2:45pm</b>  <b>Concurrent Session 32: Win-Win Strategies: The Ultimate Guide to University-Vendor Partnerships That Last</b></p>	<p>With buy-in and engagement from senior leadership, Northeastern University has transformed how print and mail services are provided to students, faculty and administrators. The change was made possible through a series of partnerships – internal and external.</p> <p>In this session, Chris Abayasinghe, Associate Vice President Finance and Business Operations, will share the story of Northeastern's journey and the roles their partners played in the process. Co-presenting will be one of those partners, Mark Fallon, President of The Berkshire Company. As consultants, Mark and his team added industry expertise throughout Northeastern's journey.</p> <p>Rather than listen to a lecture on best practices, attendees will participate in a conversation about building relationships, developing a vision for the future, and transforming vendor relationships from a transactional experience to a partnership focused on joint success.</p> <p>Speakers:</p> <p>Chris Abayasinghe, Associate Vice President Finance &amp; Business Operations, Northeastern University</p> <p>Mark Fallon, President, The Berkshire Company</p>
<p><b>2:00pm - 2:45pm</b>  <b>Concurrent Session 33: Playing the Wild Card: Enhancing Auxiliary Services with Student Wellbeing Data</b></p>	<p>As student needs evolve and expectations continue to rise, more pressure is being placed on auxiliary/ancillary services to support the broader mission of their institutions. It has become more important than ever to know and understand the needs of today's college students on your campus. This session explores how universities can play their best hand by utilizing reliable student wellbeing data to inform operational decisions, improve physical spaces, and create a more supportive campus environment.</p> <p>Whether you're a new or seasoned professional, you'll win big with examples of how you can leverage accessible tools to gain meaningful insights into student wellbeing your campus. The presenters will share how they are breaking down and utilizing data from various components of wellbeing, including mental health, physical wellness, and student satisfaction to identify opportunities for service enhancement and innovation.</p> <p>What role, as auxiliary/ancillary services professionals, can we play in ensuring our programs, services and spaces meet the evolving needs and expectations of our students? This interactive session will showcase best practices; real-world applications such as utilizing social architecture in campus facilities; and approaches for supporting student populations such as first-generation students. Attendees will engage in discussion and provide live feedback throughout the session about how to stack the deck in favor of student success by integrating student wellbeing insights into their own institutional planning and decision-making strategies.</p> <p>Speakers:</p> <p>Bill Cox, Associate Director, Texas A&amp;M University</p> <p>Deb Huebler, Executive Director, University of Houston</p> <p>Kelly Cox, Associate Director, Texas A&amp;M University</p>
<p><b>2:00pm - 2:45pm</b>  <b>Concurrent Session 34: Creating An Intersegmental "Full House": Improving the Odds for Student Success in California Higher Education Systems</b></p>	<p>As housing costs continue to rise, many higher education entities are under increasing pressure to accommodate more students on campus. Are there new/different approaches institutions can use to navigate ever-changing construction costs and limited financing options to deliver the housing their communities need while also keeping rental rates friendly to student budgets? What are ways to provide a supportive, positive residential experience while also wisely managing critical resources such as land, energy, water and other? Should we continue to keep students "boxed into" their primary campus or does actively crossing over campuses in some residential communities now make sense?</p> <p>This session will explore the creative thinking and key partnerships critical to the construction of the North District-2 project, a unique intersegmental housing partnership between the University of California-Riverside and Riverside Community College District that utilized funding from the</p>



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<p><b>2:00pm - 2:45pm</b>  <b>Concurrent Session 34:</b>  <b>Creating An Intersegmental</b>  <b>“Full House”: Improving the</b>  <b>Odds for Student Success in</b>  <b>California Higher Education</b>  <b>Systems</b></p>	<p>CA Higher Education Student Housing Grant Program. The project broke ground in late Fall 2023, opens Fall 2025 and will provide over 600 “low income” and another 900+ of “affordable” beds, providing students from both institutions an exciting opportunity and role in developing this new community focused on access, support, improving transfer numbers and overall higher ed degree holders in our region of California.</p> <p>Speakers:</p> <p>Heidi Scribner, CASP, Associate Vice Chancellor, Auxiliary Services, University of California-Riverside</p> <p>Tim Stevens, Principal, SCB</p> <p>Ann Volz, President, Volz Company</p>
<p><b>2:00pm - 2:45pm</b>  <b>Concurrent Session 35:</b>  <b>Introducing a University-</b>  <b>wide Centralized Events</b>  <b>Process That Generates</b>  <b>Revenue Across Units</b></p>	<p>Coordinating events across numerous locations with various reservations processes, and multiple service providers can be challenging in a large institution. Learn how Florida International University created a centralized process for managing events across campuses; and how they have leveraged institution-wide collaborations that have resulted in increased revenues.</p> <p>Speaker:</p> <p>Vanessa Vazquez, Director Sales and Operations, Florida International University</p>
<p><b>2:00pm - 2:45pm</b>  <b>Concurrent Session 36:</b>  <b>Meeting the Needs of</b>  <b>Diverse Learners: Course</b>  <b>Material Programs that Work</b>  <b>for Community Colleges</b></p>	<p>Community colleges serve some of the most diverse, dynamic, and rapidly evolving student populations in higher education, including a growing number of dual enrollment and high school students. Meeting these needs through course material delivery requires a unique blend of creativity, flexibility, innovation, and a deep understanding of student barriers.</p> <p>In this panel discussion, representatives from Hawkeye Community College, Iowa Valley Community College District, and Eastern Iowa Community Colleges will share how their institutions are getting creative with course material access to meet students where they are, whether they’re on campus, online, or still in high school. From inclusive and equitable access programs to customized digital delivery models, these colleges are embracing new approaches that reduce costs for students, improve equity, and ensure every student has what they need on day one.</p> <p>You’ll hear candid insights into their challenges, strategies, and successes, including navigating policy shifts, collaborating with high school partners, and leveraging partnerships with vendors to ensure they are prioritizing student success. This session is a must-attend for auxiliary and institutional leaders looking to serve today’s diverse set of learners through smarter, student-centered course material solutions.</p> <p>Speakers:</p> <p>Kelly Tilstra, Director of Equitable Access, VitalSource</p> <p>Jodi Dinsdale, Hawkeye Community College</p> <p>Jeremy Pickard, Eastern Iowa</p> <p>Matt Schmit, Iowa Valley Community College</p>
<p><b>2:45pm - 3:00pm</b>  <b>Transition Break</b></p>	

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<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 37:</b>  <b>Championing a Win: How to Attract Talent, Grow Revenue, and Drive Fandom with NIL and Hot Market</b></p>	<p>Name, Image, and Likeness (NIL) rights have revolutionized college athletics, with over \$1.2 billion in reported NIL deals since July 2021. According to Nielson Sports, nearly 80% of student-athletes say NIL potential influences their college choice, making it a critical recruiting tool.</p> <p>High-quality athletic event experiences are part of this growth —84% of fans say in-venue experiences impact their loyalty. Colleges are investing in upgraded facilities, fan zones, and digital enhancements to fuel this success and appeal to today's students and alumni.</p> <p>University of Georgia and University of Florida are leading the way to exceed strategic goals for sales and attendance. Together, NIL opportunities and premium event execution form a strategic advantage, reinforcing a school's reputation, attracting elite talent, and driving long-term brand value.</p> <p>Join this In Conversation session to learn how these pros are turning wins into revenue and loyal fans. We'll cover how to anticipate trends, strategically plan assortments, align with vendors on the best pricing and product offerings, and track rankings so you're ready for the win.</p> <p>Speaker:</p> <p>Josh Pulver, Area Manager, Follet Higher Education</p>
<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 38:</b>  <b>Revolutionizing College Dining: UMass Dining's Strategy for Excellence, Engagement, and AI-Powered Innovation</b></p>	<p>Join UMass Dining, the nation's top-ranked dining program, for an inspiring session that unveils the strategies behind its culture of excellence. Discover how UMass Dining has transformed college dining through innovative employee engagement, continuous improvement, and cutting-edge technology. This presentation will explore the strategic use of AI, machine learning, and real-time customer feedback to elevate the dining experience, reduce food waste, and drive revenue growth. Learn how authentic, culturally rich dining experiences, combined with data-driven insights from demographic information and stakeholder collaboration, have positioned UMass Dining as a cornerstone of institutional success. Attendees will gain actionable insights into cost management, employee development, and strategic partnerships, alongside a forward-looking vision for the future of college dining. Don't miss this opportunity to see how feedback, innovation, and technology converge to create a world-class dining program.</p> <p>Speakers:</p> <p>Garett DiStefano, Director of Residential &amp; Retail Dining Services, University of Massachusetts -Amherst</p> <p>Ken Toong, Assistant Vice Chancellor, Auxiliary Enterprises, University of Massachusetts - Amherst</p>
<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 39:</b>  <b>Feeding Minds &amp; Measuring Impact: A Research-Driven Approach to Food Access</b></p>	<p>Food insecurity is a growing issue in higher education, directly affecting students' ability to succeed academically, remain enrolled, and maintain their overall well-being. The University of New Mexico (UNM), in partnership with Aramark Collegiate Hospitality, has launched a multi-disciplinary study funded by Aramark to examine how food scholarships impact students' academic performance, retention, food security, and health outcomes—including diet quality and nutrient intake.</p> <p>In this "In Conversation With" session, Jim Accardi of Aramark will lead a powerful discussion with Dr. Sarita Cargas, Amanda Gerard, and Alicia Serrano from UNM, who are leading this groundbreaking research. Together, they will share the story of how this unique partnership came to be, why Aramark made the decision to fund the study, and what early insights are emerging. The session will explore how institutions can move beyond anecdotal solutions to take bold, measurable action on student hunger using data, evaluation, and strong cross-sector collaboration.</p> <p>This is a must-attend session for anyone looking to address food insecurity in a meaningful, measurable, and sustainable way.</p> <p>Speaker: Kerri Dixon, Marketing Director, Aramark Collegiate Hospitality</p>

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<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 40: What Students Want: Adapting to Student Wants, Needs, and Behaviors in Collegiate Retail (and Beyond)</b></p>	<p>Join Research Analyst Lacey Wallace (NACS) as she shares the latest insights from students in the U.S. and Canada. OnCampus Research®, the research arm of the National Association of College Stores, monitors and explores trends among college students and faculty, course content in higher education, and the collegiate retail market. This session draws on survey data from a nationwide student panel of more than 20,000 students.</p> <p>What Students Want: We will explore the products students are more excited to see in collegiate retail and beyond, and why they gravitate towards those products. We'll explore who/what influences student choices in retail and beyond.</p> <p>How Students Shop: We will explore how and where students shop, as well as how collegiate retail can improve engagement with students.</p> <p>Student Needs: Not all students are alike. We will discuss the financial challenges students face, including food and housing insecurity. We will also identify students' responsibilities outside of the classroom. We will share strategies to address students' unique needs and hardships through collegiate retail and other services on campus.</p> <p>Speaker:</p> <p>Dr. Lacey Wallace, Research Analyst, NACS</p>
<p><b>3:00pm - 3:45pm</b>  <b>Concurrent Session 41: Operational Harmony: Aligning Campus Services to Solve Cross-Silo Challenges in Student Experience and Institutional Strategy</b></p>	<p>Higher education faces unprecedented pressures—financial volatility, demographic shifts, evolving student expectations, automation, and heightened demands for integrated, high-impact services—that require strategic realignment of institutional resources. Forward-thinking institutions recognize these challenges as opportunities, transforming traditionally transactional auxiliary services, such as dining, housing, recreation, and wellness, into vital strategic enablers of institutional transformation.</p> <p>This session explores how exemplary campuses leverage transformational leadership and a strategic asset value framework to intentionally break down operational silos, creating cohesive, integrated, and student-centered ecosystems. Panelists from diverse institutions will share proven leadership strategies, practical organizational frameworks, and collaborative design approaches, emphasizing how these integrated models significantly enhance operational efficiency, foster student belonging, strengthen institutional identity, and support academic and research aspirations.</p> <p>Key discussions will feature real-world examples of co-designed spaces and integrated services, practical approaches for reducing functional redundancies, and successful strategies to foster unified, purposeful experiences across traditionally fragmented departments.</p> <p>Ideal for senior campus leaders, auxiliary executives, and emerging operational strategists, this session will deliver actionable insights for organizational restructuring, agile leadership development, and creation of transformative campus environments. Attendees will leave equipped to drive meaningful alignment of campus services with institutional priorities, directly contributing to student success, institutional resilience, and the shaping of vibrant, future-ready campus communities.</p> <p>Speakers:</p> <p>Karmela Lejarde, Marketing Director, Brailsford &amp; Dunlavy</p> <p>Shirley Everett, Senior Associate Vice Provost for Residential &amp; Dining Enterprises &amp; Special Advisor to the Provost, Stanford University</p> <p>Paul Brailsford, Co-CEO, Brailsford &amp; Dunlavy</p>

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<b>3:00pm - 3:45pm</b> <b>Concurrent Session 42:</b> <b>Good to Great: Utilizing Data Analysis to Align Conference &amp; Events Operations for Success</b>	<p>In today's dynamic collegiate environment, the ability to leverage data analysis for strategic decision-making is paramount. This session will delve into aspects of data metrics formation, assessment planning, and business intelligence utilization necessary to drive conference and event operations business model effectiveness. Learn to transform your conference and event operation from good to great through the power of data analysis.</p> <p>Speakers:</p> <p>Daniel Dykstra, Director, University of Colorado Boulder</p>
<b>3:45pm - 4:15pm</b> <b>Networking Break</b>	
<b>4:15pm - 5:00pm</b> <b>Concurrent Session 43:</b> <b>College Store Innovators: How Stores Are Creatively Driving Revenue &amp; Lowering Costs</b>	<p>Hear a series of mini-case studies about how various independent college stores (of all types and sizes) have developed innovative programs to grow revenue, increase services, reduce expenses, build new partnerships, and/or improve customer and campus satisfaction. Innovation comes in many forms and does not require big budgets or large spaces—you'll leave this session inspired with plenty of ideas to "borrow."</p> <p>Speakers:</p> <p>Jon Bibo, CEO, Independent College Bookstore Association</p> <p>Brian Wright, Director of the VolShop, University of Tennessee Volshop</p> <p>Ann Floresca CASP, Director of Retail Services, Carnegie Mellon University</p> <p>Chuck Morrow, Deputy Director of Retail Merchandise &amp; Operations, U.S. Naval Academy</p>
<b>4:15pm - 5:00pm</b> <b>Concurrent Session 44:</b> <b>Event Services That Scale: How Bundled Operations Help Maximize Campus Spaces and Drive New Revenue</b>	<p>As institutions navigate declining enrollment and rising expectations, creative revenue generation is becoming an essential part of auxiliary operations and emerging as a high-potential growth area. At Cleveland State University, Conference and Event Services has evolved into a thriving business line by bundling operations with Recreation and Student Center management, creating new efficiencies and unlocking event potential across campus.</p> <p>This session explores how CSU restructured its approach to event services, building an integrated model that maximizes venue utilization, improves service delivery, and drives growth without additional staffing. From summer conferences and campus weddings to off-peak corporate events, the team has developed a flexible event portfolio that meets market demand while staying mission-aligned.</p> <p>Co-presented by Sean Ries, Cleveland State's Executive Director of Capital Planning, Access and Campus Experience, and Greg Ross, Vice President of Operations at CENTERS, this live session will highlight:</p> <ul style="list-style-type: none"> <li>• How bundled auxiliary operations support the growth of event and conference services</li> <li>• Strategies for repurposing underused spaces for non-traditional events</li> <li>• Seasonal planning approaches that increase utilization during quieter times of year</li> <li>• Marketing and partnership tactics that connect campus venues with community needs</li> <li>• Operational insights for aligning staffing models, service expectations, and campus partners through coordinated governance and shared priorities.</li> </ul> <p>Attendees will walk away with practical strategies to maximize space utilization, plan around seasonal demand cycles, and boost revenue through integrated auxiliary services—whether they manage a single facility or an entire division.</p> <p>The session will include real-world examples from Cleveland State University, along with additional insights from campuses that have successfully implemented bundled operations. A robust Q&amp;A discussion will explore how these strategies can be applied across a variety of campus settings and organizational structures.</p>

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## Schedule of Events

**Tuesday, November 18, 2025**

<p><b>4:15pm - 5:00pm</b>  <b>Concurrent Session 44:</b>  <b>Event Services That Scale:</b>  <b>How Bundled Operations</b>  <b>Help Maximize Campus</b>  <b>Spaces and Drive New</b>  <b>Revenue</b></p>	<p>Speakers:</p> <p>Greg Ross, Vice President of Operations, CENTERS</p> <p>Sean Ries, Executive Director, Capital Planning, Access and Campus Experience ,Cleveland State Univeristy</p>
<p><b>4:15pm - 5:00pm</b>  <b>Concurrent Session 45:</b>  <b>Helping Students Live</b>  <b>Their Sustainable Values</b>  <b>Without Compromising the</b>  <b>Convenience They Crave:</b>  <b>Reducing Single-Use</b>  <b>Plastics in Campus Dining</b></p>	<p>Seventy-seven percent of Gen Z students identify environmental sustainability as a core value. One study revealed 45% of college students considered sustainability in choosing where to enroll. Unfortunately, students aren't convinced campuses are doing enough—only 59% of undergraduates view their campus as at least somewhat environmentally sustainable. One major and highly visible culprit is the widespread utilization of single-use plastics, especially in dining establishments. Nearly two-thirds of college campuses say addressing single-use packaging is a priority.</p> <p>Sustainability is important to students, but so is convenience. Complex, cumbersome programs make it difficult for them to live their values as part of their hectic lives. How can colleges achieve sustainability goals in a way that's convenient and hassle-free for students?</p> <p>Enter ReusePass—Topanga's track-and-trace, data-backed, reusable container program that seamlessly integrates into the dining experience, enabling students to easily make sustainable choices without impeding their routines. ReusePass is currently available at multiple Sodexo campuses, providing tangible results, bottom-line savings, and student-friendly sustainability.</p> <p>At St. Mary's University, 65% of undergrads use ReusePass, supported by a student ambassador program that's building momentum around reusables and broader sustainability goals.</p> <p>Lehigh University showcases the power of tech integration, with ReusePass seamlessly connected to Grubhub mobile ordering and Apex lockers for order pick-ups. University of Vermont, once challenged by low return rates, now sees 99% return compliance, driven by strong program visibility and a culture that supports sustainability.</p> <p>SUNY New Paltz launched Topanga's ReusePass in August 2024 and has seen tremendous results since going a step further in driving participation by charging a small fee for disposable containers, encouraging students to choose reusables. Join us to learn how SUNY New Paltz achieved thousands in cost savings, substantially reduced waste, lowered water usage, decreased greenhouse gas emissions, and even created a new revenue stream with ReusePass.</p> <p>Speakers:</p> <p>Jennifer Dalhover, Senior Manager, Sales Enablement Content, Sodexo Campus</p> <p>Steven Deutsch, Executive Director of Campus Auxiliary Services, SUNY New Paltz</p> <p>Max Olshansky, Founder and Chief Revenue Officer, Topanga.io</p>
<p><b>4:15pm - 5:00pm</b>  <b>Concurrent Session 46:</b>  <b>Catering to Campus: Fueling</b>  <b>Community, Connection &amp;</b>  <b>Cravings</b></p>	<p>This session will focus on how to build a flexible, scalable campus catering program designed to increase sales, improve customer satisfaction, and strengthen financial performance. Using Georgia Tech as a case study, we'll share how Tech Dining expanded its catering operations by integrating secondary caterers, food trucks, local restaurants, and retail partners to better meet diverse campus needs without overextending internal resources. Attendees will learn actionable strategies to target high-demand groups—student organizations, athletics, summer programs, and university leadership—while optimizing operations through smart menu design, creative packaging, efficient staffing models, and effective promotion.</p> <p>Participants will walk away with a clear framework for growing catering revenue, enhancing the</p>

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**Tuesday, November 18, 2025**

<b>4:15pm - 5:00pm</b> <b>Concurrent Session 46:</b> <b>Catering to Campus: Fueling Community, Connection &amp; Cravings</b>	<p>experience, and improving their department's bottom line.</p> <p>Speakers:</p> <p>Ryan Greene, CASP, Executive Director, Dining &amp; Retail , Georgia Tech</p> <p>Sam Stanovich, SVP Franchise Leadership, Big Chicken/Craveworthy Brands</p>
<b>4:15pm - 5:00pm</b> <b>Concurrent Session 47:</b> <b>Five Years, Thousands of Packages, One Smart Solution: Operational Wins and Lessons Learned</b>	<p>This session will provide a comprehensive five-year retrospective on the University of Houston's mail and package locker program. It will highlight the program's origin, implementation strategy, operational evolution, and measurable outcomes. Attendees will gain insights into how the program has enhanced service delivery, improved customer satisfaction, and supported departmental strategic goals.</p> <p>Speakers:</p> <p>Dr. Esme Valdez, Executive Director, University Services, University of Houston</p>
<b>4:15pm - 5:00pm</b> <b>Concurrent Session 48:</b> <b>Going All-In on Campus Safety: How Mercer University Enhanced Security &amp; Student Experience with Cloud Solutions</b>	<p>In this In Conversation With session, Matt Butts, Senior Director of Global Security Sales at Transact + CBORD, and Ken Boyer, Associate Vice President for Auxiliary Services at Mercer University, will share how Mercer is building a winning hand by combining cloud-based access control, mobile credentials, and smart integrations across campus operations. With over 3,800 doors moving to cloud access and over 90% of students leveraging Transact Mobile Credentials, Mercer has turned potential risks and outdated infrastructure into an operational advantage. This conversation will explore:</p> <ul style="list-style-type: none"> <li>· How a "mobile-first" approach enhanced both security and student convenience.</li> <li>· Why initial fears around lost card revenue turned into ROI wins through savings in equipment, labor and materials.</li> <li>· How the university future-proofed its security systems with flexible cloud-based solutions that continuously update without placing additional burdens on IT staff.</li> </ul> <p>Attendees will also hear lessons learned about change management, student adoption, and how a unified approach to security can drive better outcomes across student experience, operational efficiency, and emergency readiness.</p> <p>For any campus looking to go all-in and start building a winning security strategy, this session delivers practical insights you can apply today or incorporate tomorrow.</p> <p>Speakers:</p> <p>Jenn Thatcher, Senior Director of Global Security Sales, Transact   CBORD</p> <p>Ken Boyer, Associate Vice President for Auxiliary Services, Mercer Univeristy</p>
<b>4:00pm - 5:00pm</b> <b>C3X Planning Committee Transition Meeting</b>	
<b>5:30pm - 7:30pm</b> <b>Closing Event</b>	
<b>8:00pm - 10:00pm</b> <b>Hospitality Suite</b>	



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## Schedule of Events

**Wednesday, November 19, 2025**

<b>7:00am - 1:00pm</b> <b>Staff Office</b>	
<b>8:00am - 9:30am</b> <b>Breakfast &amp; Panel</b> <b>Discussion</b>	
<b>9:30am - 9:45am</b> <b>Transition Break</b>	
<b>9:45am - 10:45am</b> <b>Closing Town Hall Session</b> <b>(Vision for the Future of</b> <b>NACAS)</b>	
<b>11:00am - 1:00pm</b> <b>NACAS New Board Debrief</b> <b>with Lunch</b>	

*\*Schedule is subject to change.*