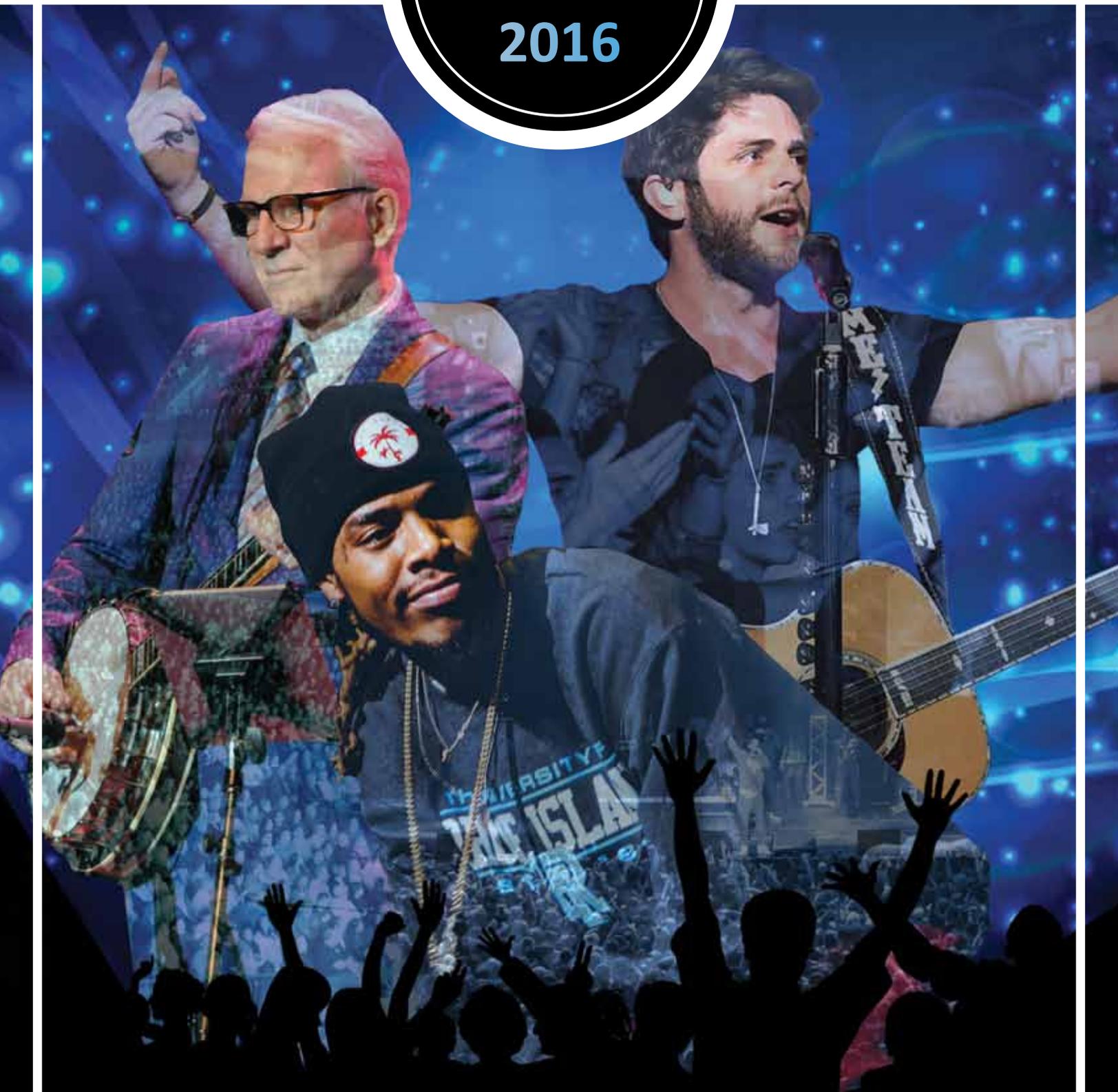


# ANNUAL REPORT 2016



**SPECTRA**  
BY COMCAST SPECTACOR

**BOSS**  
**ICE ARENA**  
THE UNIVERSITY OF RHODE ISLAND

**RYAN**  
**CENTER**   
THE UNIVERSITY OF RHODE ISLAND

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## TO ENHANCE

the quality of life on the University campus by providing a forum for a wide variety of live events, entertainment and cultural opportunities and by supporting University intercollegiate athletics in a manner that reaches the highest standards that can be set for NCAA athletic competitions.

## TO SERVE

as a hub and catalyst for the further and ongoing activity and development on the University campus and in Southern Rhode Island (South County).

## TO ATTRACT

and book a broad mix of events appealing to all segments of the University and South County communities, including concerts, family shows, intercollegiate athletic and sports exhibitions, public and trade shows and community and recreational programs.

## TO PROTECT

the University's capital investment by insuring that the Facilities are operated in a manner which is orderly and efficient, and which safeguards the public trust, while providing the greatest overall financial return to the University.



# Message from the General Manager



**Leah Becki**  
*General Manager*

Ryan Center and  
Boss Ice Arena

On behalf of Spectra by Comcast Spectacor and the staff at the Ryan Center and Boss Ice Arena, it's my privilege to present our Fiscal Year 2016 (FY16) Annual Report. This past year has been one to remember in regards to concert and event bookings, overall show attendance, and budget management that saw both venues exceed budget goals for a fifth consecutive season.

We continue to thrive as a must play venue for concert promoters while being Southern New England's Premier Multipurpose Venue; hosting a variety of events at the Thomas M. Ryan Center this past season ranging from concerts, comedy shows, family shows, University and community events, in addition to being home to the University of Rhode Island Men's and Women's Basketball programs and the University of Rhode Island Football program.

Working with some of the biggest national promoters along with the University of Rhode Island Student Entertainment Committee (SEC), we hosted several great concerts including ZEDD, Travis Scott, Thomas Rhett/Brett Eldredge, Billy Currington and Lee Brice. In addition we also welcomed several family shows including the first national production of Alvin and The Chipmunks, Gala of the Royal Horses and Garden Bros Circus. However, FY16 was highlighted by a record-breaking revenue year featuring 4 SOLD OUT events, a 30% increase in food and beverage revenue from the previous year, as well as earning our first spot on Venues Today Magazine's rankings. Two of the SOLD OUT shows presented by URI SEC, featuring Steve Martin/Martin Short and Fetty Wap became the two largest attended shows in the Ryan Center's history for their respective categories (comedy and hip hop). FY16 also featured a SOLD OUT men's basketball game vs in-state rival, Providence College and saw us welcome WWE back for the first time since 2007 with a SOLD OUT WWE Presents NXT Live!

The success we saw in FY16 would not have been possible without the commitment of our staff of seventeen (17) full-time staff and over 200 hundred part-time staff. We also understand that our success as venues is not possible without the support of our partners and tenants that make up the Ryan Center and Boss Ice Arena. We are proud of our strong relationship with the University of Rhode Island, especially the University President's office, Vice President for Finance and Administration office, URI Athletics and URI Student Entertainment Committee over the past fourteen seasons and look forward to continuing our partnership with the university into FY17 and beyond.

Go Rhody!

# Message from the Contract Administrator

Dear Leah:

On behalf of the University of Rhode Island, please accept my congratulations to you and your team on a record breaking year of operations at the Ryan Center and Boss Ice Arena that included 4 SOLD OUT events and recognition as a TOP SPOT worldwide for venues 5,001 – 10,000 seat capacity by Venues Today Magazine, one of the top trade industry magazines in the world. I appreciate the time and effort of the Spectra staff, and specifically want to commend you for the successful execution of URI Graduate School Commencement and Admission Events, and the partnership with the URI Student Entertainment Committee on several great events including hosting the largest comedy show in the venue's history featuring comedians Steve Martin and Martin Short. Particularly impressive this past season was Spectra's management of a new Sales Department that showed a significant increase in revenue from 2014-15 for athletics season tickets, mini plans and groups for men's basketball, women's basketball and football.

The mission of the Division of Administration and Finance at the University of Rhode Island is to support the academic, research and outreach programs of the University, including fostering inclusion and community as a tool for success. The Ryan Center and Boss Ice Arena fall within the Division of Administration and Finance and as such, play an integral part in campus operations and the enhancement of our student and campus community experience.

The multi-use and varied programming Spectra provides both facilities displays the outreach mission through concerts, family shows, sports, community events and public programs, in addition to being the home of URI's basketball and club hockey programs. The quality of these programs, and the attention given to the University departments who also utilize the Ryan Center and Boss Ice Arena, are a source of pride to all users.

We appreciate your continued support to the University, from the collaboration with our departments such as Athletics, Student Affairs, Public Safety, Catering, Admissions, Facilities, and others to your steady employment of URI students through internships, work study and part-time positions. Spectra's commitment to raising the bar of excellence while finding creative and mutually beneficial solutions in working with students and staff is a true testament to the professional dedication your team exhibits on a daily basis.

We are excited to grow on this record breaking revenue year and look forward to another successful year of operations at the Ryan Center and Boss Ice Arena under Spectra's leadership.

Go Rhody!



**Christina L. Valentino**  
*Vice President, Division of  
Administration and Finance*

[University of Rhode Island](#)

# Message from the Athletic Director



**Thorr Bjorn**  
*Director of Athletics*

University of Rhode Island

I am so pleased to again applaud the great work of Spectra and the management team led by Leah Becki at the Ryan Center. I have said it many times, but the collaboration, mutual respect and appreciation shown by both groups towards each other should be a model of how an athletic department and a private management company should work together. This past season we enhanced that cohesiveness by elevating Maureen McCarthy, Director of Ticket Operations for the Ryan Center, to the role of Associate AD for Ticketing for URI Athletics. While remaining a Spectra employee, Maureen will become more integrated in the athletics department as it pertains to revenue generation and projections, as well as external operations. In addition, we have partnered with Spectra in the creation of a newly formed Ticket Sales Department that Spectra will manage. Responsible for handling all aspects of sales for new season tickets and renewals, mini-plans and group tickets for football and men's and women's basketball, the department showed revenue growth for all three of the sports in its first season and provides us a tremendous opportunity for future growth.

The 2016-17 season brings a level of excitement and enthusiasm our fan base has never seen before. Coach Dan Hurley has positioned our men's basketball program as a top 25 national program and Coach Daynia LaForce has the women's basketball program on the rise in the Atlantic 10 Conference. The URI fan base is going to be extremely proud of not only the action on the court but also their overall fan experience. Although the Ryan Center is almost 15 years old, it has never looked better. In addition to the recent technology upgrades over the past few years, the facility has undergone further technology enhancements that have enabled our game production to go digital (HD widescreen) in playing all videos and live game action. These upgrades will further enhance our fan base's already great game day experience.

The future of URI Athletics is very bright and with the help of Spectra we will continue to ensure our fans a great experience every time they step foot into the best basketball venue in the Atlantic 10 Conference and one of the best multi-purpose venues on any college campus in the nation. We look forward to seeing you at a game in what promises to be one of our most exciting seasons ever.



**SPECTRA**  
BY COMCAST SPECTACOR

Spectra's Venue Management division is the industry leader across a full range of services that impact the bottom-line success of public assembly venues, including marketing and sales, corporate partnerships, event booking, ticket services and box office management, customer service, operations and engineering, and finance and administration.

Spectra by Comcast Spectacor is the expert in hosting and entertainment, partnering with over 300 clients at 400 global properties to create memorable experiences for millions of visitors every year. Spectra's expertise is embodied within three divisions: Venue Management (formerly Global Spectrum), Food Services & Hospitality (formerly Ovations Services), and Ticketing & Fan Engagement (formerly Paciolan). Learn more at [SpectraExperiences.com](http://SpectraExperiences.com).

Comcast Spectacor is part of Comcast Corporation, a global media and technology company that operates Comcast Cable and NBCUniversal. Headquartered in Philadelphia, Pa., Comcast Spectacor's three core businesses are the National Hockey League's Philadelphia Flyers, the Wells Fargo Center venue, and Spectra, the expert in hosting and entertainment through its Venue Management, Food Services & Hospitality, and Ticketing & Fan Engagement divisions. Visit us at [ComcastSpectacor.com](http://ComcastSpectacor.com) for more information.

“**RAISING  
THE BAR ON  
LIVE EVENT  
EXPERIENCES**”

# Spectra's History at the Ryan Center & Boss Ice Arena

Spectra by Comcast Spectacor, the industry leader in hosting and entertainment has provided the University of Rhode Island venue management for the Thomas M. Ryan Center and Bradford R. Boss Ice Arena through their Venue Management Division (previously Global Spectrum) since both venues were constructed in 2002, as well as pre-construction consultation. In addition, since 2014 Spectra has provided ticketing, marketing, and analytics solutions for both Ryan Center events and Rhode Island Athletics under their Ticketing & Fan Engagement Division (previously New Era/Paciolan). Over the past fourteen years, under Spectra's leadership the Ryan Center has become Southern New England's Premier Multi-Purpose venue while Boss Ice Arena, Southern Rhode Island's first indoor ice arena is a source of pride to all campus and community members who use the facility.

## Financial

- Surpassed budgeted financial performance five consecutive years dating back to 2011 for both venues
- Generated just under \$25 million in gross ticket revenue (does not include Facility Fees & Parking Fees)
- Hosted more than 1,500 events and bringing over 2.5 million people through the Ryan Center doors since 2002 including more than 30 SOLD OUT events including four during the 2015-16 season.

## Event Booking

- Established strong relationships with local and national promoters including Live Nation, AEG, Police Productions, Mass Concerts, Elite Entertainment, NV Concepts, VEE, Feld, URI SEC, etc. to attract major events including:
  - **Comedy:** Will Ferrell, Steve Martin/Martin Short, Kevin Hart, Jay Leno, Jimmy Fallon, Jim Gaffigan, Jeff Dunham, Dane Cook, Larry the Cable Guy
  - **Country:** Carrie Underwood, Justin Moore, Kip Moore, Hunter Hayes, Lee Brice, Thomas Rhett/Brett Eldredge, Billy Currington, Vince Gill
  - **Hip Hop:** Wiz Khalifa, Kanye West, Snoop Dogg, Kendrick Lamar, Fetty Wap, Kid Cudi, Chance the Rapper, Ludacris
  - **Electronic Dance Music (EDM):** Tiesto, Avicii, Life In Color/Dayglow, Zedd, Steve Aoki, Hardwell
  - **Pop:** Maroon 5, Black Eyed Peas, Iggy Azalea, The Fray, Kesha
  - **Rock:** Dave Matthews, Bob Dylan, Chicago, Journey, Lynyrd Skynyrd, OAR
  - **Family Shows:** The Wiggles, Boston Pops, Monster Trucks, WWE, Harlem Globetrotters, Barney, Sesame Street Live!, Circus, Gala of the Royal Horses
  - **Sporting/Miscellaneous Events:** NCAA Division I Women's Basketball East Regional (2012), Bellator Fighting Championships, Providence Bruins (at Boss), President Bill Clinton

## Capital Improvements (highlights of improvements over last 5 years)

### Technology Upgrades

- Audio/Video
- New Video Boards and Ribbon Wrap installed by Daktronics
- State-of-the-art Q-Sys Cores sound system installed by North American Theatrix

### Lighting

- Arena LED (one of first in country through Ephesus)
- Concourse/Lobby LED lighting
- Lighting Control System

### Chiller Unit Overhaul

### New Basketball Court

### Concessions

- Digital Menu Boards
- Renovated/themed concession stands with new POS system

### Assisted Athletics with several projects including:

- Renovation of men's and women's basketball offices
- Renovation of locker room for men's basketball and football



# Ryan Center & Boss Ice Arena Management Team



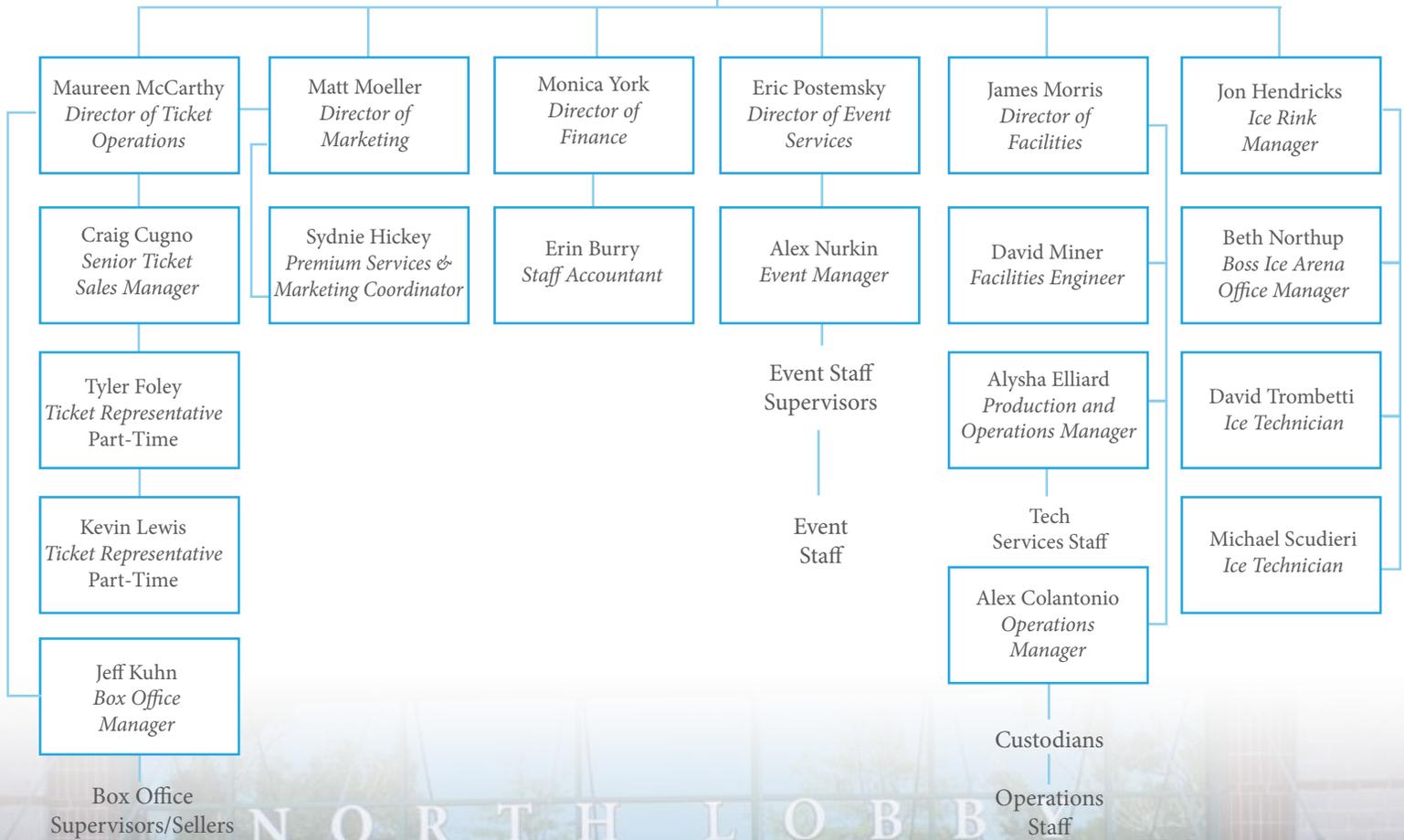
University of Rhode Island  
*Vice President for Administration and Finance*  
**Christina L. Valentino**



Spectra Venue Management  
*Regional Vice President*  
**Tim Murphy**



Spectra Venue Management  
*General Manager*  
**Leah Becki**



# Ryan Center Info

The Thomas M. Ryan Center, located on the University of Rhode Island campus in scenic South County, is home to URI Men's and Women's Basketball programs, URI football teams' locker room, along with athletic department offices, training rooms, players' lounges and a souvenir store. The venue seats 7,800 for basketball, and over 6,000 for concerts, family shows, lectures and other community events.

The Ryan Center boasts three tiers of seating in the arena to bring all 7,800 seats within 74-feet of the court, creating a frenzied atmosphere. Every seat in the Ryan Center has a chair-back, including our 1,120 club seats and features seven luxury suites that overlook both the Meade Stadium football field and the Alex and Ani basketball court at the Ryan Center. The luxury seats are exclusive and are each fully furnished, offering VIP treatment for up to twenty people.

Amenities include two full-color HD LED video boards and a full arena ribbon wrap that offers complete full motion video capabilities. The state-of-the-art house sound system, designed with acoustic provisions, provides a full range

of high power sound to all seats in the venue, including the concourse and Alumni Room making it suitable for any event. Located on the North and South concourse are the "Rhody Pub" beer gardens that feature 65" LED televisions. In addition, 42 LCD High Definition televisions are also installed throughout the facility to provide a live stream during events. Featured in all lobbies, concourse levels, suites, meeting rooms and artists' dressing rooms the televisions create a constant connection between patrons and the action on the arena floor.

The Ryan Center is owned by the University of Rhode Island and operated by Spectra by Comcast Spectacor, the providers of Venue Management and Ticketing & Fan Engagement to the Thomas M. Ryan Center. Spectra by Comcast Spectacor is the expert in hosting and entertainment, partnering with over 300 clients at 400 global properties to create memorable experiences for millions of visitors every year. Spectra's expertise is embodied within three divisions: Venue Management (formerly Global Spectrum), Food Services & Hospitality (formerly Ovations Services), and Ticketing & Fan Engagement (formerly Paciolan). Learn more at [SpectraExperiences.com](http://SpectraExperiences.com).



# Boss Ice Arena Info

Located on the University of Rhode Island campus, the Bradford R Boss Ice Arena is the home of two nationally ranked college club hockey programs (the URI men's and women's hockey teams), four Rhode Island high school hockey programs, the URI Intramural league, daily public sessions, various youth and adult hockey leagues, and a year-round Learn to Skate program. Additionally, during the summer, the Boss Arena hosts a variety of instructional hockey camps and clinics.

Built in 2002, the state-of-the-art Boss arena was the first indoor ice facility in southern Rhode Island. The Boss Arena has a capacity of 2,500, and includes two URI team locker rooms, four large public locker rooms, one auxiliary locker room for women, and an official's locker room. Other amenities include a weight room for the club teams, a pro shop run by 2nd Time Around Sports, Inc, and a hospitality room for meetings, birthday parties, classes, and private/corporate events. Subway is a featured aspect of the arena, and acts as the facility's concessionaire.

In the last year, a 650 square foot auxiliary storage space was upgraded into a training space maintained by Edge Hockey Performance. By adding Edge Hockey Performance to this underutilized space, the Boss was able to add a place for work outs and training for various teams, groups, and individuals to hone their performance. Edge Hockey Performance is run by Zech Klann, who developed his passion for coaching while playing in the USHL and collegiately for the University of Massachusetts, as well as professionally. He developed into a well-respected leader by coaches and players alike. Edge Hockey Performance specializes in functional training, power skating, nutritional counselling, strength programs, and injury prevention. Edge Hockey Performance at the Boss Arena welcomes a wide range of people, from athletes with specific goals in mind, to anyone who has a desire to live a healthier lifestyle.

The Boss Arena has developed into a great place for teams to practice, families to take part in the programs and activities there such as Learn to Skate, fans to watch competitive hockey games, and to have a party in a fun, safe, family-friendly environment.

Boss Ice Arena is owned by the University of Rhode Island, and is operated by Spectra Venue Management, the industry leader across a full range of services that impact the bottom-line success of public assembly venues. Spectra Venue Management's services offered include marketing and sales, corporate partnerships, event booking, ticket services and box office management, customer service, operations and engineering, and financial and administrative services.



# Facility Versatility

The University of Rhode Island opened the doors to the 7,800-seat, state of the art multi purpose facility, Thomas M. Ryan Center in June of 2002 and fans have flocked to Kingston, RI for men's and women's basketball games and several big name concerts ever since.

Along with sporting events and concerts, the 202,500 sq. ft. multi-purpose facility was designed to host trade shows, conventions, speaking engagements, brunches, graduations and other community events with its array of versatile spaces. The

beautifully outfitted Alumni Lounge is available as a function room for parties up to 125 and is open to Athletic Donors with food and beverage service during basketball games. With retractable floor seating, the arena can also be subdivided to provide a half-house venue for smaller functions, such as trade and family shows.

A portable stage is also available for concerts and performance events alike and the event floor itself can easily seat up to 500 for a banquet.

## ITS VERSATILITY...

RECEPTIONS



SPEAKING ENGAGEMENTS



RELIGIOUS CONFERENCES



BRUNCHES

GRADUATIONS



CHEERLEADING COMPETITIONS



GALAS



TRADE SHOWS



## URI CAREER FAIRS

Presented by URI Career Services in both the Fall and Spring, the URI Career/Job Fairs offers thousands of students the opportunity to come face-to-face with a variety of employers and their representatives.



## URI ADMISSION EVENTS

Part of URI Welcome Day Weekends in April, over 10,000 potential freshmen and transfer students along with their friends and families meet representatives from student services, on-campus organizations as well as deans and faculty from all colleges.



## URI SEC EVENTS

The URI Student Entertainment Committee (SEC) has partnered with Spectra since the venues' inception to bring numerous artists, comedians and personalities to the Ryan Center to entertain the students and URI community; with many of those shows selling out. This past season was no exception and saw two of the largest crowds in the venues' history including SOLD OUT shows by legendary comedians Steve Martin and Martin Short during Family Weekend that saw the largest comedy crowd ever at the Ryan Center, as well as Billboard Music Awards "Top New Artist", Fetty Wap, which performed in front of the largest hip-hop crowd in the fourteen year history of the venue. Other notable acts the URI SEC helped bring to URI's campus this past season included Passion Pit and Travis Scott. In addition, the Ryan Center continued its cross promotional efforts with URI SEC for their shows at URI's Edwards Auditorium including: Dave Coulier and Common.



## URI GRADUATE SCHOOL AND NURSING GRADUATION:

The soft sounds of hundreds of footsteps entering the Ryan Center floor were soon all ringed in by the resonant cheers and applause of families and friends when over 4,400 graduating students from the URI Graduate programs and their families participated in URI Graduation Weekend 2016 at the Ryan Center.



# Capital Improvements

## BOSS ICE ARENA

**Ice Rink Control Systems:** Designed to control and monitor the ice rink to ensure high quality ice surface along with providing energy savings. The systems upgrade allows distribution of control to each phase of the rink including:

- Refrigeration
- Floor Temperature
- Subfloor
- Exhaust Fans

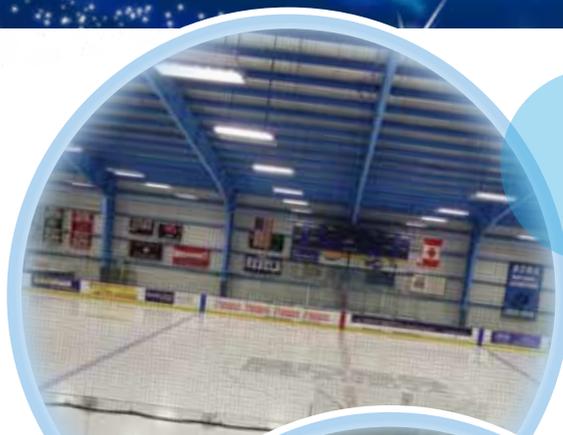
This new system also provides Boss Ice Arena with a monthly calendar to operate/sequence the compressors allowing the facility to take advantage of energy savings and tailor the set point of the ice rink. It also provides the venue the ability to take advantage of remote, off-site access.

## RYAN CENTER

**Seating Covers:** With several promoters inquiring about the flexibility to black out certain seats/sections for shows, we looked into several different options include seats cover and curtain systems. After researching all options and the price associated with each option; we moved forward with the purchase of several custom sized seat covers that now provide us the ability to black out majority of the 300 level if desired by the promoter. This creates a very intimate feel for the patrons and the artist, while also providing the venue more appeal to promoters when routing shows as it showcases the Ryan Center's capacity flexibility that many of these promoters are now requiring for national tours.

**Arena Painting:** Several areas inside the arena had been exposed to the natural concrete since the building's inception in 2002. After looking into several different ways to spruce up those areas in a more appealing manner, we decided to paint the natural concrete a navy blue to give it a warm and appealing "Rhody" feel.

**Tower Painting & Graphics:** In addition to several areas inside the arena, all three of the Ryan Center's towers had exposed natural concrete and white trimming that was original to the venue. In an effort to improve the aesthetics in all three towers, we chose to paint the natural concrete a navy blue to provide that "Rhody" feel similar to the in-arena elements, while also allowing Rhody Sports Properties (Learfield Sports) the ability to sell the white trimming as new inventory.



# Sustainability

At the Ryan Center and Boss Ice arena we are committed to achieving maximum sustainable operations in our facilities and reducing the use of natural resources and the amount of waste that results from various events and activities that take place throughout the year. Working with our vendor partner, LIKARR Maintenance Systems, one of the regions largest and fastest growing companies in the Facility Supply Distribution Industry, the Ryan Center and Boss Ice Arena utilizes the latest technologies in equipment, chemical management systems and best practices to provide a GREENER, cleaner and healthier environment for our staff, clients and patrons including replacing cleaning supplies with more environmentally friendly products. We also utilize environmentally safe chemicals for our water treatment through Rhode Island's Bardon's Water Services and Technologies.



## Cost Containment

Spectra has a proven track record of aggressively controlling energy costs. Through LIKARR we have installed the FastDraw system at the Ryan Center and Boss Ice Arena, which cuts costs by using exact dilution control levels and reduces excessive use of water when compared to manually diluting products. This system also reduces the venues' carbon footprint by decreasing chemical and plastic in the waste stream. Through Gexpro Lighting we have installed new energy efficient concourse lighting in the Ryan Center, reducing power usage from 400 watts (16,000 hours burn) to 116 watts (40,000 hours burn). This increases the life span of the lamps by 50%, while decreasing the energy output by 40%. Spectra has also upgraded the lights inside the arena by providing new state-of-the-art LED lighting fixtures. The project decreased the watts from 1100 watts to 635 watts, saving the University approximately three million dollars (\$3,000,000) in acquisition and total costs over a fifteen year span.

## Recycling Efforts

We have placed recycling bins for glass, plastic and aluminum cans in front of all concession stands, around the concourse and in the office areas of the Ryan Center and Boss Ice Arena.

Where appropriate, through our partnership with Waste Management, Spectra uses a single-stream recycling program in which paper, glass, plastic and aluminum cans are placed in one bin instead of being separated by material. These bins are placed throughout the building, including offices, kitchens and concessions. Through Spectra's relationship with Waste Management, the Ryan Center and Boss Ice Arena environmental efforts have produced the following annual savings:

- 141,912 kW-hrs of electricity (enough to power 12 homes for a full year)
- 3,120 gallons of oil (enough energy to heat and cool 12 homes for a full year)
- 744 gallons of gasoline (enough gasoline to drive 20,736 miles)
- 420 mature trees (enough to produce 5,167,980 sheets of newspaper)
- 215,976 gallons of water (enough to meet the fresh water needs of 960 people for a year)
- 132 cubic yards of landfill airspace (enough airspace to meet the disposal needs of a community of 1,968 people)



# Ryan Center Tenants

## URI MEN'S BASKETBALL

The 2015-16 Rhode Island Men's Basketball team had an injury-plagued season under fourth-year head coach Dan Hurley. Despite losing pre-season All-Atlantic 10 guard EC Matthews in the season opener against American, and 33% of their starting minutes due to injury, the team compiled a 17-15 overall record for the season, including a 9-9 record in the Atlantic 10, good for a seventh place finish in the league. For the third time in Ryan Center history, the Rams won 13 home games (compiling a 13-4 home record).



## URI WOMEN'S BASKETBALL

Head coach Daynia La-Force finished her second season at Rhode Island with 29 career victories with the Rams, giving her more victories through her first two seasons than any previous coach in program history. Leading the team in 2015-16 was sophomore star Charise Wilson, who earned Atlantic 10 Second Team All-Conference honors, becoming the first Rhode Island player in 10 years to achieve second-team honors. Wilson set a team record by making 82 3-point baskets, shattering the previous record of 66 by Lindsey O'Neil in 2000-01. Wilson is the only player in team history to make 60 or more 3-pointers in multiple seasons. She will enter the 2016-17 season needing just one point to become the 21st woman in program history to reach 1,000 career points. Senior Samantha Tabakman was named the Atlantic 10's Most Improved Player of the Year after averaging career highs in points (13.3) and rebounds (7.8) per game. Tabakman set a Rhode Island single-season record and finished 18th in the country with her .564 field goal percentage. The mark broke a 31-year-old record set by Michele Washington in the 1984-85 season.



## URI FOOTBALL

The 2015 season saw Rhode Island sophomore running back Harold Cooper breakout as one of the most exciting players in the country. Cooper - who ranked 10th in the country with 157.9 all-purpose yards per game - was a CAA Football All Conference selection at two positions, earning first-team honors as a kick returner and third-team honors as a running back. Cooper - who accounted for 72 percent of Rhody's total rushing yards for the season, also earned a spot on the Division I All-New England Football Team. Joining him on the All-CAA Football Team were junior left tackle Tyler Catalina, sophomore defensive tackle Mike Ezirike, senior cornerback Myles Holmes, sophomore tight end Charlie McKeeman, junior linebacker Adam Parker and senior safety Tim Wienclaw. Cooper, Ezirike, McKeeman and Parker will all return in 2016, and the Rams recruiting class for the upcoming season was ranked No. 1 in among CAA Football schools by 247sports.com. In the classroom, Rhode Island placed a program-record 18 players on the 2015 CAA Football Academic All-Conference Team. Former starting offensive lineman Kevin Mustac became the 12th person to save the life of a stranger by donating bone marrow through the team's annual Bone Marrow Drive, and redshirt sophomore Drew Siflinger was selected for the prestigious Coach for College program, spending his summer in Vietnam working with underprivileged youth.



The Rams were also featured on a program-record number of nationally televised games, including on ESPN's Tip-Off Marathon for the first time, on November 17th vs. Valparaiso. They also took part in the Cancun Classic, facing off against TCU, and then #2 ranked Maryland. The Rams were also featured in nationally televised home games against Providence College, Saint Louis, Richmond, LaSalle, St Joseph's, Dayton, and UMass.

Rhode Island, for the first time in program history, boasted the Atlantic 10 Defensive Player of the Year in junior Hassan Martin. Martin led the league in blocked shots for the third consecutive year, and joined Kenny Green as the only Rams to register 200 career blocks. Martin was also named to the league's All-Defensive team. Sophomore guards Jared Terrell, and Jarvis Garrett built on strong freshman campaigns when they were named to the U.S. Basketball Writer's Association's All District I team.

## The primary goal at the Bradford R. Boss Arena is to provide our patrons with an all around experience that is superior to that of any other ice rink experience.

By fulfilling this goal, it has ensured repeat customers and an expanded use of the facility. As this responsibility falls on each and every employee as a whole, all of our employees are motivated to consistently provide our patrons with the highest quality of service, along with a clean and comfortable environment in which to enjoy themselves.

As a result of their dedication, the pride that our employees feel is passed onto our customers. The Boss Ice Arena operates a successful in-house Learn to Skate program, led by Skating Director, Jewell Augustine, as well as public programs, such as: figure skating, public skating, birthday parties and general social gatherings, rock and skate, public hockey, and stick and puck.

Boss Arena is also home to the URI Men's and ACHA Nationally ranked Women's Club Ice Hockey teams. In a year of high expectations, the URI Men's ice hockey team finished the regular season 26th in ACHA Division 1 with a 16-19-2 overall record, unsuccessfully reaching the national tournament. Longtime head coach Joe Augustine will be returning next season for his 28th year as head coach. With few graduating seniors and a strong recruitment year, the team is poised to make a strong push for nationals next year. The URI Women's ice hockey team under second year head coach Ashley Pagliarini, finished the season with a 17-10-3 record to finish the season



in 6th place and came out of nationals finishing 7th place. The team finished 1st in the ECWHL league regular season and fell just short during of the championship game, losing to division rival UMass to fall to 2nd. The URI women's hockey team is looking forward to the 2016-2017 season with a very strong returning core. With a lot of hard work, leadership, and a team first mentality, both teams are hoping to build off of their momentum from last season into a successful 2016-17 season.

Boss Ice Arena also has various loyal clients, of which many utilize the facility on a year round basis. Some of these customers include: Exeter/West Greenwich Hockey Club, Men's Hockey Leagues, and several other pick up hockey groups organized by devoted customers, such as John Gaffney, Zeck Klann, Toby Gibbons, John Matuszek, Ken Cole, Bill McIntosh, and Marty Ludvigsen. During hockey season many patrons are proud to call the Boss Arena their home away from home. These customers include Southern Rhode Island Youth Hockey Association, and boys' high school hockey teams from The Prout School, North Kingstown, South Kingstown and Narragansett, as well as the girls' Co-op team from South County. Other notable clients include a Subway restaurant, 2nd Time Around Sports Pro Shop, and an Edge Hockey Performance gym.

As the Bradford R. Boss Arena celebrates its thirteenth year in operation, we are not only commemorating the successful years that have passed; we are enjoying the present and looking forward to the future, with the continued relationships and with the new ones yet to be made.

# Food and Beverage

## CONCESSIONS

**BOSS ICE ARENA**-In 2012, Boss Ice Arena upgraded their concessions at the ice rink by bringing in the largest single-brand restaurant chain globally, Subway, with an agreement with local franchisee, Paul Gencarelli, to provide food and beverage service to Boss Ice Arena patrons. Today, the SUBWAY® brand is the world's largest submarine sandwich chain with more than 42,000 locations around the world. They have become the leading choice for people seeking quick, nutritious meals that the whole family can enjoy.

**RYAN CENTER**-In 2009, Boston Culinary Group merged with Centerplate to become the official concessionaire at the Ryan Center, while handling all beer and wine service to the general public in Rhody Pub locations in the North and South Concourses for URI men's basketball games. Centerplate is one of the largest hospitality companies in the world and is dedicated to delivering Craveable Experiences and Raveable Results to our many guests and clients. They devote themselves to providing our clients with a total solution platform that does much more than solely serve food.

## CATERING

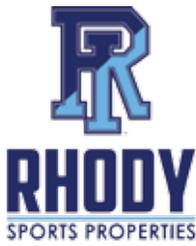
URI Catering is the exclusive caterer for all functions within the Ryan Center including the luxury suites, birthday parties and pre-show event/dinners. The catering staff at the University of Rhode Island prides itself in the fine service which it provides to guests of the venue. Their services include: served dinners, buffets, receptions, luncheons and full service bakery.

## 2015-16 HIGHLIGHTS

- Increased Food & Beverage Revenue at the Ryan Center by almost 30% from 2014-15
- By introducing a second Rhody Pub location in the North Concourse for ALL URI Men's Basketball games and receiving approval from the University to offer beer and wine sales from the concessions for select shows, beer and wine sales increased by 435% from 2014-15
- Developed and implemented a season long weekend Family Four Pack offer for URI Men's Basketball games that included creating a Family Section in Section 209 to help fill in hard to sell inventory. The ticket + food & beverage package helped increase Per Caps for those games by 12.5% vs similar games the package was not offered. A season long Football Family Four Pack will be unveiled for 2016.
- Year Two of the partnership with Dunkin' Donuts to be served in two of our concession stands yielded a staggering 571% increase in coffee and hot chocolate sales since 2013-14
- Large 65" LED TV's along with a bar top were added to the South Concourse Rhody Pub location to improve the overall guest experience. Plans to upgrade the North Concourse Rhody Pub location are in the works for 2016-17.
- New point of sale system (POS) was fully integrated into the concessions stands providing all registers the ability to accept credit cards and collect data to analyze sales trends based on point of sale reporting.



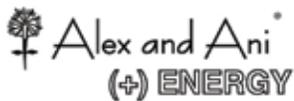
# Corporate Partnerships



Rhody Sports Properties (RSP), a property of Learfield Sports, is a dedicated unit designed to support the University of Rhode Island Athletics, the Thomas M. Ryan Center and Bradford R. Boss Ice Arena's initiative to enhance the service provided to local and regional businesses and further promote the Rhody brand affinity to the corporate community. RSP offers integrated marketing, advertising and promotional programs designed to reach Rhody fans and alumni throughout the state of Rhode Island. RSP manages all aspects of the multimedia rights including basketball radio and television broadcasts, signage and video boards, corporate suites and hospitality, retail and in-arena promotions, print advertising and advertising on GoRhody.com, TheRyanCenter.com and BossIceArena.com.

On April 28th, 2016, Learfield held its annual CLYDES Award Ceremony at the College Football Hall of Fame in Atlanta, Georgia, where they recognized those throughout the company who had achieved excellence during the 2015-16 academic and athletic seasons. Acknowledged in one form or another were all three members of Rhody Sports Properties, Learfield's local, dedicated team representing the University of Rhode Island in the following:

- General Manager, Daryl Jasper was awarded a Clyde for Property of the Year and "Star of the East" in the company's regional Quarterly Newsletter
- Manager of Business Development, Vanessa Farinelli was recognized as the only female in the East Region to have reached her individual sales goal in 2015-16
- Coordinator of Business Development, Matt Swiss was awarded the Clyde for the company's Best Performer in a supporting role



- AdCare Hospital Rhode Island
- Ahlborg Construction Corporation
- Allstate
- Amtrak New England
- Aqua Blue Hotel
- Bank Newport
- Bank RI
- Beltone New England
- Benrus, LLC
- Builders Surplus
- Calvino Law
- Cardi's Furniture
- Centreville Bank
- Chelo's Hometown Bar & Grill/Rhody Joe's
- Coast to Coast Promotion Items
- Coventry Lumber
- Dan's Place
- Dave's Marketplace
- Delta Dental of Rhode Island
- Dragon Palace
- Dutchman Dental
- ESPNBoston.com
- EW Gardner Golf Cars
- FanDuel, Inc.
- Flagship Trailways
- Frederickson Farms

- Gansett Wraps
- GEICO
- George's of Galilee
- Hampton Inn South Kingstown/Newport
- Haxton's Liquors
- Horizon Beverages C/O Miller Coors
- Howley Bread Group
- IBEW Local 99
- InStadium
- Janney Montgomery Scott
- Katie Decubellis Memorial Foundation
- Kingston Pizza
- Lexus of Warwick
- MassMutual Financial Group
- Matunuck Oyster Bar
- Media Storm as agent for Mohegan Sun
- Moe's Southwest Grill
- Navigant Credit Union
- Newport Harbor Hotel & Marina
- Newport Propane
- Northwestern Mutual
- Pier Liquors
- Premier Auto Group
- Quonset Development Corporation
- Randall Realtors
- Rhode Island Airport Corporation

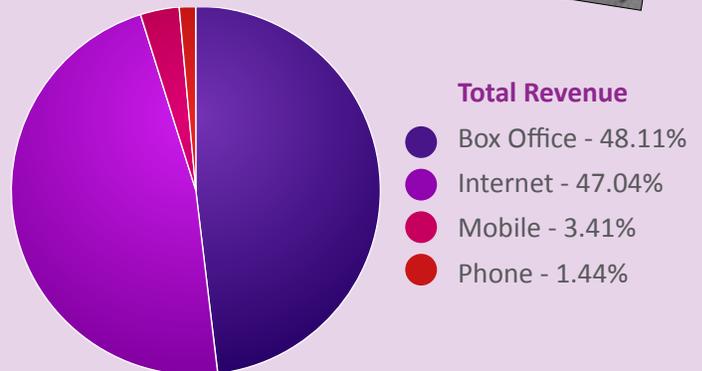
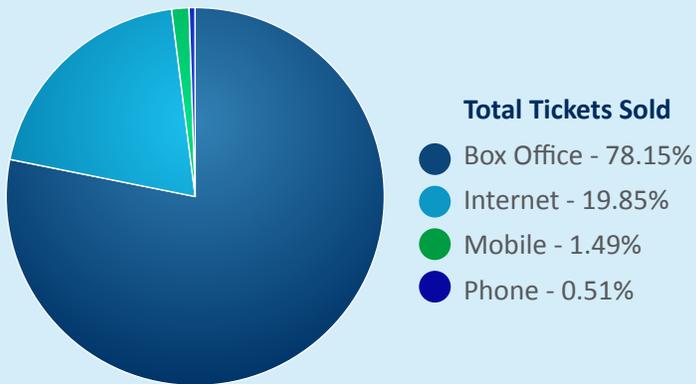
- Rhode Island Transit Authority
- Rhody Fresh
- RI Coalition Against Domestic Violence
- Savings Institute Bank & Trust
- Seascape Inc.
- Sheraton Airport Hotel
- South County Hospital
- South County Orthopedics
- Starkweather & Shepley
- Subway
- The Break Hotel
- The Holiday Inn South Kingstown
- The Mews Tavern
- The Prout School
- The Rhode Island Lottery
- Top Shell (Pizza Gourment)
- TVL Broadcasting LLC d/b/a WPRI
- Two Ten Oyster Bar & Grill
- United Healthcare
- University of Rhode Island
- University Sports Publications
- URI Alumni Association
- URI ROTC
- Wakefield Liquors
- Westerly Community Credit Union
- Wicked Fish Restaurant
- Wright's Farm Restaurant

# Spectra Ticketing & Fan Engagement

Spectra's Ticketing & Fan Engagement division is a leader in ticketing, fundraising, marketing, and analytics solutions with over 35 years of experience. Spectra Ticketing & Fan Engagement enables college athletic programs, arenas, professional sports, and performing arts clients to sell more than 120 million tickets per year.

Spectra Ticketing & Fan Engagement handles all ticketing at the Ryan Center including Rhode Island Men's and Women's Basketball, Rhode Island Football and all ticketed concerts, shows and community events. Staffing two full time employees that work with URI Athletics and Foundation along with more than 20 part-time employees; the division provides revenue streams for the venue through online and phone ticketing fees, print-at-home, ticket stock and ticket envelope ads.

In addition, as a compliment to Ryan Center and URI Athletics' digital marketing assets that drive fans to the ticketing site, Spectra Ticketing & Fan Engagement provides additional upsell opportunities once the fan has reached the ticketing site. Such opportunities include upsell banner ads located on the home page, category pages or account login pages featuring ads for food & beverage packages, suites or parking; as well as lightboxes offering similar options once a patron has reached their cart page as a last opportunity to upsell a patron.



This past season Spectra by Comcast Spectacor at the Ryan Center, Rhode Island Athletics and the Veteran Tickets Foundation (Vet Tix) teamed up to help create memorable experiences for both active and non-active military personnel and their families by sending them to Rhode Island basketball games and select Ryan Center shows. In the first year of the partnership, almost \$17,000 worth of tickets were donated to allow over 500 local military personnel and their families to attend select URI Men's Basketball games, as well as such shows at Alvin and the Chipmunks, CMT Tour featuring Thomas Rhett and Brett Eldredge, Lee Brice and Billy Currington.



# Additional Partners



**IATSE Local 23** has provided the Ryan Center with skilled labor necessary to undertake those functions associated with the arrival, performance and departure of concerts, speaking engagements and/or theatrical performances since 2004. Such skilled labor includes the movement and set up lighting and sound equipment, set up of props, sets, wardrobe and rigging of all show-related material/equipment.

**Siemens** is a global powerhouse in electronics and electrical engineering, and operates in the industry, energy and healthcare sectors. For more than 160 years, Siemens has built a reputation for leading-edge innovation and the quality of its products, services and solutions. Siemens has been a partner of the Ryan Center and Boss Ice Arena since 2003, handling various pieces of the equipment and building controls for both venues including all the work on the Ryan Center's HVAC systems.

The SIEMENS logo is displayed in a bold, teal, sans-serif font.

## The Ryan Center and Boss Ice Arena would like to thank all our **Service Partners**

- Cox
- 2nd Time Around Sports
- Rams Zone
- Kingston Fire District
- South Kingstown Police
- URI Police
- URI EMS
- Bank of America
- SiteScapes
- The Printer Pros
- Dunbar
- Verizon
- Tennant
- Likarr
- Hyundai
- Waste Management
- Green Mountain Concert Services
- Bardon Water Services
- House of Glass
- The Right Click
- Eagle Elevator
- Daktronics
- RICOH
- NEISMA
- ATR Treehouse
- Big Blue Solutions
- Cintas
- Milton/CAT
- Banner
- The Lock Shop
- Hussey Seating
- Payne Sparkman
- Ephesus
- Metropolitan Interactive
- Johnston Supply
- Granite City Electric
- Grainger
- Corp Brothers
- Accu Grind
- Evan Corp
- Debug Pest Control
- New England Lift Truck Corporation
- C.A.M H.V.A.C & Construction Inc.
- Graphic Expressions
- Nickerson Arena Curtains
- Electrical Wholesalers
- Home Depot
- Pier Cleaners
- Dennis Diffley & Sons
- United Staging & Rigging
- Best Plumbing Specialties, Inc
- Bron Tapes of Colorado, Inc.
- American Sport Floors
- Integrated Solutions Group (Camera Company)
- Sakonnet Electric
- Buckley Heating and Cooling
- Johnstone Supply
- Columbus Door Company
- Spalding
- Industrial Communications
- Humphrey's Beach Paint and Hardware
- The Tamis Corp
- AMI Graphics

# Spotlight Events

## ALVIN AND THE CHIPMUNKS

BILLY CURRINGTON; KELSEA BALLERINI, RYAN KINDER  
THOMAS RHETT; BRETT ELDREDGE, DANIELLE BRADBERRY

LEE BRICE; MADDIE &  
TAE, DYLAN SCOTT

## FETTY WAP

GALA OF THE ROYAL HORSES

WWE PRESENTS  
NXT LIVE!

GARDEN BROS CIRCUS

PASSION PIT

STEVE MARTIN;  
MARTIN SHORT

TRAVIS SCOTT

ZEDD; DILLON FRANCIS,  
ALEX METRIC

URI MEN'S BASKETBALL

URI WOMEN'S BASKETBALL

URI FOOTBALL



## 4 SOLD OUT EVENTS VENUES TODAY TOP STOPS NEW RECORDS 30% INCREASE IN FOOD & BEVERAGE

Over the past year, more than 100 concerts, comedy shows, family shows, or multi-platform events were hosted at the Ryan Center, including URI Athletics, University and community events while earning its first spot on Venues Today Magazine's rankings. Featuring a great 1-2 punch over Family Weekend 2015 including the sold out Steve Martin and Martin Short comedy show and Thomas Rhett and Brett Eldredge country concert, the Ryan Center was recognized as a TOP SPOT worldwide by Venues Today Magazine, landing at #7 worldwide for venues 5,001-10,000 seat capacity with 9,546 tickets sold for \$430,167 in gross revenue for the two shows during the time frame October 16-November 15. In addition, the SOLD OUT Steve Martin and Martin Short comedy show was #1 for arenas 5,000 – 10,000 during the time period Oct. 20-Nov. 10 and the SOLD OUT Fetty Wap concert came in at #5 for the time period Jan. 19-Feb. 16 on Venues Today Hot Ticket Report.

Working with some of the biggest national promoters including AEG Live, Live Nation, Police Productions, Spectra Presents and WWE along with the University of Rhode Island Student Entertainment Committee (SEC), the Ryan Center exceeded budget goals for a fifth consecutive season and had a record-breaking revenue year that featured four SOLD OUT events, while increasing food and beverage revenue by over 30% from the previous year.

In addition to the SOLD OUT SEC shows featuring legendary comedians Steve Martin/Martin Short and Billboard Music Awards "Top New Artist", Fetty Wap along with the SOLD OUT URI Men's Basketball game vs in-state rival, Providence College; the Ryan Center working with WWE for the first time since 2007 introduced WWE Presents NXT Live! to a SOLD OUT crowd. This past season was also the year of #1 Country songs at the Ryan Center, as the lineup of country stars that included Thomas Rhett, Brett Eldredge, Billy Currington, Kelsea Ballerini and Lee Brice produced twenty-five #1 Country songs including 2015's Most Played Song on Country Radio, Lee Brice's "Drinking Class".

**STEVE MARTIN AND MARTIN SHORT WAS #1 HIGHEST REVENUE GROSSING SHOW IN THE WORLD FOR ARENAS 5,000-10,000 FROM OCT. 20-NOV. 10, 2015**

**2015-16 FEATURED 4 SOLD OUT EVENTS WHILE INCREASING FOOD AND BEVERAGE REVENUE BY OVER 30%**

VT TOPSTOPS 12-15			
Based on concert and event grosses from Oct. 16 - Nov. 15, 2015, as reported to Venue Today			
VENUE/LOCATION	NO. OF SEATS	TOTAL GROSS	ATTENDANCE
<b>5,001-10,000 CAPACITY</b>			
1. Mahanoghan Sun Arena, Uncasville, Conn.	16,000	\$3,647,769	16,033
2. The AXIS at Planet Hollywood, Las Vegas	7,019	\$2,307,738	16,109
3. Porsche Arena, Stuttgart, Germany	6,000	\$1,584,245	16,108
4. State Farm Arena, Houston, Texas	7,500	\$1,547,195	12,686
5. Sageville Arena, Fairfax, Va.	10,000	\$1,354,630	17,993
6. Cedar Park (Texas) Center	6,500	\$647,760	10,403
7. Ryan Center, Kingston, R.I.	7,700	\$430,167	9,546
8. Radio City Music Hall, New York	4,913	\$271,293	6,481
9. PPL Center, Allentown, Pa.	10,000	\$373,110	10,541
10. General Motors Centre, Detroit, Ontario	4,000	\$294,587	7,914



# Summary of Events

## July

- 7/8-7/9/15 Northeast Wrestling Camp – Coaches Clinic and College Fair
- 7/22/15 URI Facilities In-Service
- 7/25-7/26/15 Providence County Kennel Club Dog Show

## September

- 9/1/15 Athletics Staff Meeting
- 9/8/15 New Student Athlete Orientation
- 9/13/15 President's Welcome Back BBQ for Student Athletes
- 9/16/15 URI Compliance Meeting
- 9/18/15 URI Leadership Summit 2015
- 9/19/15 URI Football vs Harvard
- 9/24/15 Ryan Center & Boss Ice Arena Staff Training

## October

- 10/6/15 Zedd Concert
- 10/7/15 URI Engineering & Technology Job Fair
- 10/8/15 Gala of the Royal Horses Show
- 10/10/15 URI Men's Basketball Open Practice
- 10/10/15 URI Football vs Delaware
- 10/14/15 Passion Pit Concert
- 10/17/15 URI Football vs Richmond
- 10/21/15 URI Compliance Meeting
- 10/24/15 Blackstone Valley Cheerleading
- 10/28/15 Rhody Madness

## November

- 11/7/15 URI Football vs Villanova
- 11/7/15 Steve Martin & Martin Short Comedy Show
- 11/8/15 CMT Tour: Brett Eldredge & Thomas Rhett Concert
- 11/12/15 Alvin & the Chipmunks Family Show
- 11/13/15 URI Women's Basketball vs Syracuse
- 11/13/15 URI Men's Basketball vs American
- 11/14/15 URI Football vs Stony Brook
- 11/17/15 URI Men's Basketball vs Valparaiso
- 11/18/15 URI Compliance Meeting
- 11/21/15 URI Women's Basketball Tip Off Tournament\*
- 11/21/15 URI Men's Basketball vs Cleveland State
- 11/22/15 URI Women's Basketball Tip Off Tournament\*
- 11/28/15 URI Women's Basketball vs UMASS Lowell
- 11/29/15 URI Men's Basketball vs Rider

## December

- 12/2/15 URI Men's Basketball vs Holy Cross
- 12/5/15 URI Men's Basketball vs Providence
- 12/8/15 URI Men's Basketball vs Houston
- 12/12/15 URI Women's Basketball vs Columbia
- 12/16/15 URI Compliance Meeting
- 12/19/15 URI Men's Basketball vs Iona
- 12/20/15 URI Women's Basketball vs Providence

## January

- 1/2/16 URI Men's Basketball vs Saint Louis
- 1/3/16 URI Women's Basketball vs Saint Bonaventure
- 1/5/16 URI Men's Basketball vs Richmond
- 1/9/16 Epic Cheerleading: RI Rumble Championship
- 1/13/16 URI Women's Basketball vs Duquesne
- 1/16/16 URI Men's Basketball vs La Salle



# Summary of Events

## January cont.

1/23/16	URI Women's Basketball vs Davidson
1/27/16	URI Men's Basketball vs Fordham
1/29/16	Fetty Wap Concert
1/30/16	URI Men's Basketball vs Saint Joseph's

## February

2/3/16	URI Football Signing Day
2/3/16	URI Women's Basketball vs La Salle
2/6/16	Lee Brice Concert
2/7/16	URI Women's Basketball vs Dayton
2/9/16	URI Men's Basketball vs George Mason
2/11/16	URI Compliance Meeting
2/12/16	URI Men's Basketball vs Dayton
2/13/16	URI Women's Basketball vs George Mason
2/17/16	URI Women's Basketball vs. VCU
2/19/16	A10 Track and Field Coaches Dinner
2/20/16	URI Men's Basketball vs Duquesne
2/24/16	URI Women's Basketball vs UMASS
2/27-2/28/16	Southern RI Home Show

## March

3/3/16	URI Men's Basketball vs UMASS
3/11/16	RIIL Championship Basketball Press Conference
3/12/16	RIIL High School Girls Basketball Final Four*
3/12/16	RIIL High School Boys Basketball Final Four*
3/13/16	RIIL High School Girls Basketball Final
3/13/16	RIIL High School Boys Basketball Final
3/19/16	New England Cheer Association – All Star Classic
3/26/16	Billy Currington Concert

## April

4/2/16	URI Welcome Day
4/4/16	Travis Scott Concert
4/6/16	URI Spring Career & Internship Fair
4/9/16	URI Welcome Day
4/16/16	URI Welcome Day
4/17/16	Garden Brothers Circus*
4/22/16	WWE NXT
4/27/16	RI Council on Postsecondary Education Meeting
4/30/16	GEMS-Net Science Fair

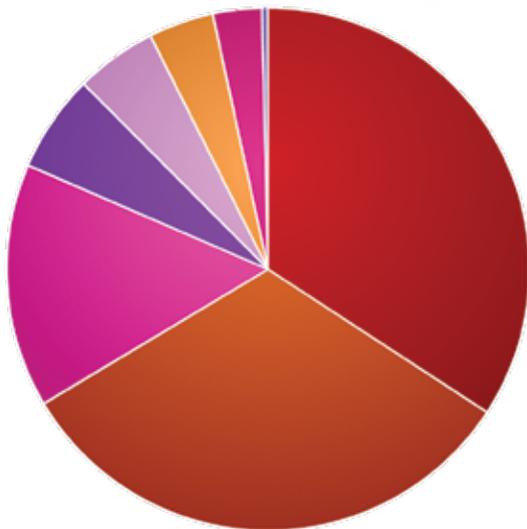
## May

5/21/16	URI Graduate School Commencement
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## June

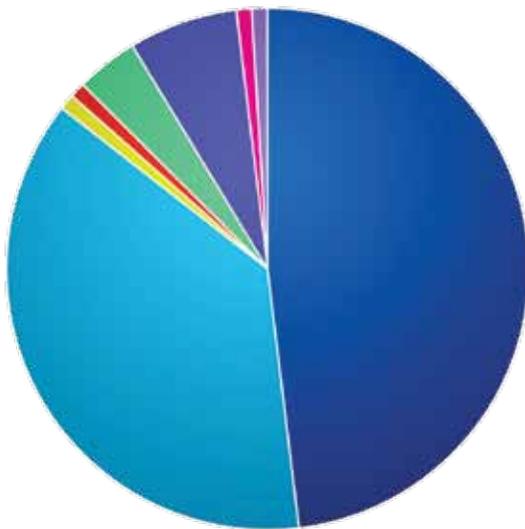
6/3/16	RI Special Olympics Opening Ceremony
6/7/16	Coventry Graduation
6/8/16	North Kingstown Graduation
6/9/16	Narragansett Graduation
6/10/16	Chariho Graduation
6/11/16	Exeter West Greenwich Graduation
6/13/16	South Kingstown Graduation
6/14/16	The Prout School Graduation
6/27/16	URI Women's Basketball Elite Camp





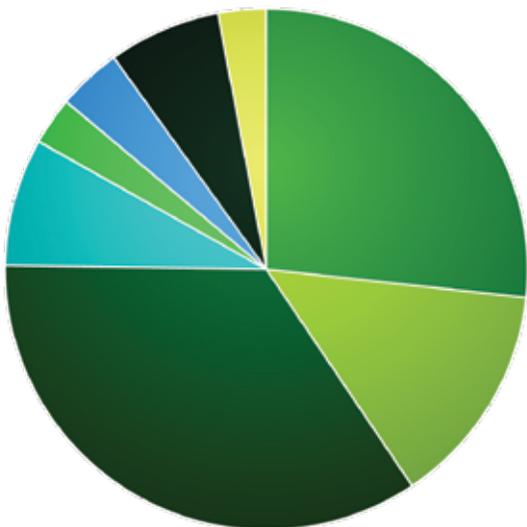
### Net Income Percentage

- URI Basketball – 35%
- Concerts & Family Events – 32%
- Exhibitions & Conferences – 15%
- Graduations – 6%
- Cheer Events – 5%
- URI Football – 4%
- Other – 3%
- Brunches and Receptions – Less than 1%



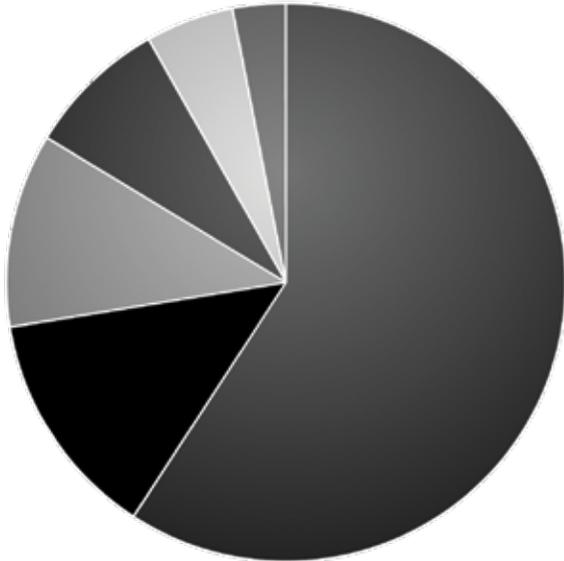
### Attendance Percentage

- URI Basketball – 50%
- Concerts & Family Events – 39%
- Exhibitions & Conferences – less than 1%
- Graduations – less than 1%
- Cheer Events – 4%
- URI Football – 7%
- Other – less than 1%
- Brunches and Receptions – less than 1%



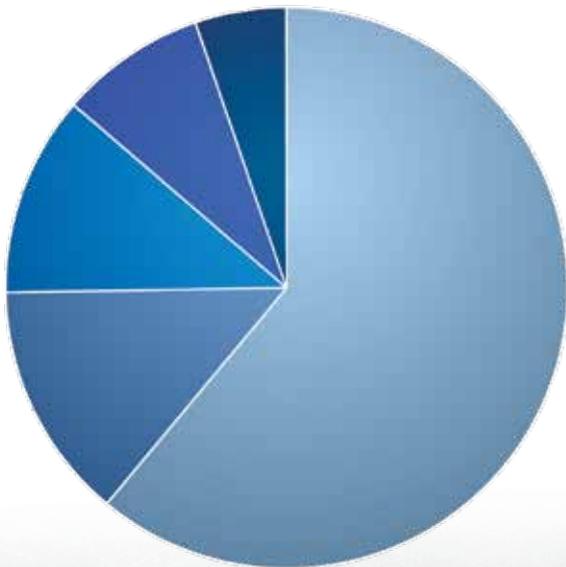
### Event Percentage

- URI Basketball – 27%
- Concerts & Family Events – 14%
- Exhibitions & Conferences – 35%
- Graduations – 8%
- Cheer Events – 3%
- URI Football – 4%
- Other – 6%
- Brunches & Receptions – 3%



### Gross Revenue Percentage

- Private Ice Rentals – 58%
- URI Ice Rentals – 14%
- Other – 11%
- Public Programs – 8%
- Learn to Skate – 5%
- Events – 4%



### Hours of Ice Time Percentage

- Private Ice Rentals – 44%
- URI Ice Rentals – 9%
- Public Programs – 41%
- Learn to Skate – 2%
- Events – 4%

# Interactive Marketing

Spectra by Comcast Spectacor is far and away the industry leader in the increasingly critical area of interactive marketing; providing various tools, initiatives and best practices to integrate into our marketing campaigns, while also providing the analytical support to analyze each initiative to drive future decisions.

Over the past year, our interactive marketing efforts that begin with placing came-from-code tracking scripts on all ticketing URL's to help track where each purchase is originating from; have played a large role in understanding our consumers and their purchase behaviors. These efforts have produced stellar results including generating over \$600,000 in gross ticket sales for Ryan Center shows (not including URI Athletics) through the following interactive marketing initiatives:

- Emails to Cyber Club, Athletic Ticket Database, Media Newsletter Databases, 3rd Parties, ect.
- Scan-In Email Campaigns
- Targeted Behavior Campaigns
- Cart Abandonment Campaigns
- Footer ads on ticketing website
- New banner ad locations on new website
- Tracking Scripts on high traffic web pages
- Came-from-codes on ticketing URL's
- Light Boxes (upsell opportunities) on ticketing site
- Upsell Buttons on Event Pages
- Google AdWord Campaigns
- Retargeting Campaigns
- Social Media Advertising
- Website (pop-ups, features, ticket pages, ect.)
- Media Digital Advertising

## Some highlights from the marketing initiatives include:



Scan-In automated emails sent to patrons as they enter the venue advertising Rhody Pub services and locations helped increase the beer and wine Per Caps by over 16% for five Men's Basketball games vs similar games



Gala of the Royal Horses Behavior campaign sold 52 tickets for \$2,503 in revenue



Fetty Wap Presale email sold 1,579 tickets for \$40,835 in revenue



Several interactive marketing assets have helped sell over 2,000 Family Four Packs for Men's Basketball games over the past two seasons helping to increase Per Caps by over 13% vs similar games not offered



NXT website marketing including banner ads, upsell buttons, event page and popups sold 1,968 tickets for \$70,335 in revenue



Lee Brice Retargeting campaign produced 36 ticket orders for \$5,398.25 in revenue

Several new marketing initiatives are already in the planning process for 2016-17 that will include an app based loyalty program through FanMaker called Rhody Rewards, as well as a database acquisition promotion, Big Ticket Promotion, that will award one lucky fan two tickets to every event at the Ryan Center next season. In addition, several new interactive advertising options will be utilized to help promote the upcoming shows including Facebook retargeting, Youtube and Instagram advertising, SMS targeted messaging to URI students and Google Search through Spectra Ticketing & Fan Engagement.



**6,805**  
Followers  
45%  
Increase  
from 2015



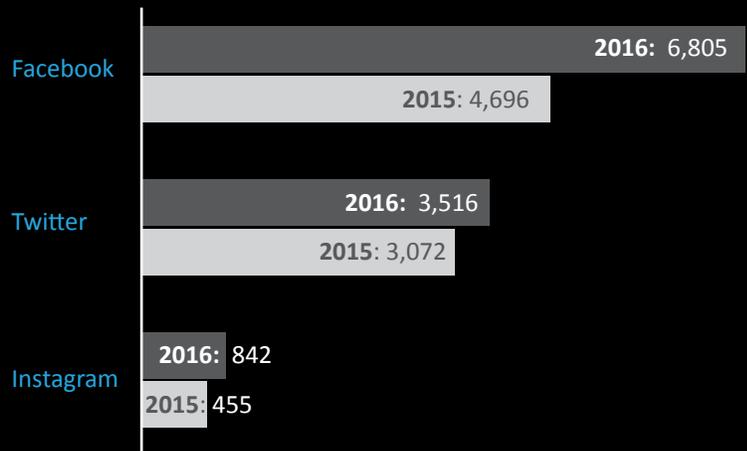
**3,516**  
Followers  
14.5%  
Increase  
from 2015



**842**  
Followers  
85%  
Increase  
from 2015



# SOCIAL MEDIA FOLLOWERS



# Website

The Ryan Center unveiled this past season a new customer friendly, technology driven website powered by AYC Media. The new site was part of a strategic partnership between AYC Media and Spectra, with the Ryan Center website being the first of thirteen websites that AYC Media would be building for Spectra venues in 2016. A complete custom build for AYC Media, the new site started with a simple wire frame of what the management team envisioned the new website to look like down to the last page, while making sure the Ryan Center provided our patrons a simple, yet exciting website experience. AYC Media was able to create and deliver a very appealing site that featured easy navigation, quick upload speed and customer friendly interactive applications that will enable the venue to continue to adjust the website when new technology/apps become available.



## Some highlights of the new website include:

- Drop down accordion sections to help navigate specific sections
- Social Media integration including Youtube videos on home page and event pages
- Ticketing upsell opportunities on event pages
- Additional sponsorship ad locations and digital promotional assets
- Form messaging options on Luxury Suite, Meeting Spaces, Contact and Group Sales pages that allow patrons to contact the venue with more precise inquiries and access to correct contacts
- Ability to run contests through website

**582% INCREASE  
IN UNIQUE  
PAGE VIEWS  
FOR FIRST 4  
MONTHS OF  
NEW SITE  
COMPARED TO  
FIRST MONTHS  
OF 2015**



# Media Partnerships

The Spectra marketing department can serve as a full service media buying agency for any events held at the Ryan Center or Boss Ice Arena. By building positive relationships with show promoters and the media in Rhode Island as well as secondary markets in Eastern Connecticut and Southern Massachusetts, Spectra is able to leverage their overall buying power and knowledge of the market to secure the best rates, promotions and added value elements for each event that comes through the venues.

In addition, Spectra is able to utilize their in-house venue assets including signage, website, email, social media and other digital inventory to garner an additional \$25,000 in trade advertising for Boss Ice Arena through Yearly Deals with Cat Country (WCTK), Mixx 99, The Independent, SO RI Magazine and SRI Newspapers.

Almost \$520,000 in media advertising was placed in the Providence and New London markets during the 2015-16 season by the Ryan Center and Boss Ice Arena. More than \$53,000 Gross cash was spent, along with another \$467,000 was utilized in trade advertising and promotions.

## Print:

More than \$22,000 in total print advertising was placed with Providence Journal, Motif Magazine, Southern Rhode Island Magazine, SO RI Magazine and The Independent.

## Radio:

Almost \$455,000 in radio advertising including promotions was placed with Cumulus Providence (92 PRO FM, Lite 105 and Hot 106), Clear Channel (Coast 93.3 and B101) Cat Country, WBRU, Mixx 99.3, Hot 96.9-Boston, WCTY-New London, Clear Channel New London (Q105 and The Wolf 102.3) and Full Power Radio-New London (Jammin 107.7 and US Country 99.5).

## TV:

Over \$30,000 was placed in television advertising with WPRI (CBS), WNAC (Fox), WLNE (ABC), WJAR (NBC), Cox Media and CW28.

## Outdoor/Cinema:

Over \$13,000 in advertising was placed with RIPTA for bus advertising and digital billboard on I-95.

**SPECTRA  
MARKETING  
GENERATED  
OVER \$12,000  
IN MARKETING  
REVENUE  
THROUGH AD  
PROGRAMS  
AND AGENCY  
COMMISSIONS THIS  
PAST SEASON**

**SPECTRA  
MARKETING  
PLACED ALMOST  
\$520,00  
IN MEDIA  
ADVERTISING  
IN THE MARKET  
DURING 2015-16**

# Public Relations

The Spectra marketing department is always looking to generate positive publicity and exposure for the University of Rhode Island through our events and facility news. Notable stories that gained some national or local exposure this past season for the Ryan Center and Boss Ice Arena include:



Beat the Heat promotion at Boss Ice Arena providing FREE skating each Wednesday during the summer for members of the community wishing to get out of the heat



Inclusion as a Top Spot worldwide for venues 5,001 to 10,000 seat capacity and as a Hot Ticket for Steve Martin/Martin Short comedy show and Fetty Wap by National trade publications



Now Here's a Bright Idea: Spectra-Managed Venues Convert to LED Sports Lighting

This LED lighting switch is yielding big-time savings for our clients and amplifying the experience for fans, athletes, and artists.

LEARN MORE

Flyers Sign Defenseman T.J. Brennan, Forwards Boyd Gordon and Dale Weise

The Philadelphia Flyers have agreed to terms on a multi-year contract with free agent defenseman T.J. Brennan and have signed free agent forwards Boyd Gordon and



Featured venue for LED lighting initiative amplified nationally by Comcast Spectacor as the first of twelve Spectra venues to upgrade to LED lighting in arena



Venue trade shots with artists published/posted in national trade magazines or on their social media pages

# Sales Department

In July of 2015, Spectra Venue Management created a Ticket Sales department for Rhode Island Athletics and various Ryan Center family shows. The new department's responsibilities include season ticket sales, season ticket retention, mini-plan sales, and group sales and experiences for URI football, men's and women's basketball and select Ryan Center Family Shows.



The sales staff is led by Senior Ticket Sales Manager Craig Cugno (URI '09), and is comprised of two Account Executives, Tyler Foley (URI '11) and Kevin Lewis. In the department's debut year, they made a significant positive impact in the sales of all three tickets sports, including a 294% increase in group ticket sales.

The Ticket Sales department also received sales support, and training from Comcast-Spectacor, Spectra Venue Management, and the Philadelphia Flyers sales teams to continue its development. This model was developed over a decade of benchmarking ticket sales best practices from professional and collegiate sports. The result is a detailed sales training program, customized for ticket sales and outreach, that is taught on the corporate and property levels.



## 2015 Ticket Sales Highlights

### 2015 Football Group Sales

32.79% Gross Revenue Increase from the 2014 Season

### 2015-16 Men's Basketball Groups Sales

69.28% Gross Revenue Increase from the 2014 Season

### 2015-16 Women's Basketball Groups Sales

507.42% Gross Revenue Increase from the 2014 Season

### 2015-16 Men's Basketball Mini Plan Sales

163.40% Gross Revenue Increase from the 2014 Season

### 2015-16 Men's Basketball Season Sales

12.98% Gross Revenue Increase from the 2014 Season

# Testimonials

***“Just wanted to say thanks again for a great show on Saturday! You guys really have a great venue and top notch staff...we don’t see***

***that very often”***

**Ryan Westbrook**

**Billy Currington – Tour Manager**

***“Thank you for making Saturday’s graduation ceremony a huge success! It was flawless as usual and an easy and fun day for me! You guys are the best and I really do appreciate your help, attentiveness, and support. Everything is always spot on and done perfectly, and if not, your staff makes it right with little hassle. Working with you both is the best part of the weekend!!!***

***I certainly heard great things about the Graduate ceremony - President said it is something he never has to think about because it runs perfectly. I also heard from the Dean of CELs - Kirby- that he was thrilled with how Saturday night went. He thought you did an amazing job to help it run smoothly and realized that if we had ended up going to the rain plain, your staff could pull off both - he was impressed and that is not an easy thing to accomplish!”***

**Rachel Dicioccio**

**Director of Graduate Student Instructors**

***“My children are obsessed with Alvin and the Chipmunks cartoon, so when I saw the tickets I immediately jumped on them.***

***The show was even more incredible than I could have imagined, and my children were in heaven! My son’s face when the Chipmunks came on stage, was perfect; amazement, shock (good shock), and utter disbelief!***

***Thank you is not even enough words to show my appreciation to the University of Rhode Island’s Ryan Center for the tickets you donated...It was an experience I hope that my kids will never forget!”***

**- Vet Tix Recipient**

***“None. I have rarely seen an event managed so well. The staff was more than polite. Being polite is part of the job, after all. Your staff, though, went above that, and I was thoroughly impressed. I was smiled at, and asked if I needed help (looking for the restroom) without having to go find someone to ask. When I found the entrance to my section I was told I had great seats, which ramped up my excitement level. It was the extra little touches like that from your staff, mixed with their own happiness and positivity that really made your (gorgeous) venue stand out from others I’ve been to.”***

**- Event Patron through Post Event Survey**

***“The purpose of this letter is to commend both the Ryan Center and its staff for the excellent service provided. The Ryan Center facility is conveniently located with abundant free parking as well as a spacious and clean area for our dog show.***

***The staff could not be more accommodating and courteous. All we had to do is mention an “issue” and it was addressed timely and in an efficient manner. The staff’s commitment to providing great customer service does the Center proud.***

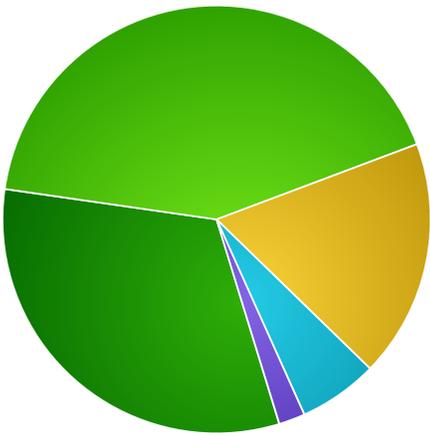
***I actually received a couple of kudos for the location myself as I worked the show. I want to thank you and the staff for going beyond expectations and making the job of hosting a show easier to do.”***

**- Kathleen Augaitis**

**Providence County Kennel Club**

# Surveys

Customer satisfaction at the Ryan Center is an extremely important part of Spectra Venue Management’s operation and in FY16 the Ryan Center used Survey Monkey for their client satisfaction survey system. Following specific events an email is sent to all ticket purchasers with an explanation of the survey and a link to an event specific survey. Our customers are asked to rate their experience at the facility in a variety of areas. These areas include building cleanliness, staff knowledge, concession operations, will call experience, and overall impression of the facility. Below is some feedback from WWE NXT Live



### How satisfied were you with the facilities at the Ryan Center?

- Extremely Satisfied – 32%
- Very Satisfied – 42%
- Satisfied – 18%
- Somewhat Satisfied – 6%
- Very Dissatisfied – 2%

## RYAN CENTER COMPARED TO OTHER VENUES

Ticket Prices	Extremely/Very Reasonable	<b>66%</b>	Satisfied	<b>31%</b>
Helpfulness of directional signs	Extremely/Very Helpful	<b>66%</b>	Helpful	<b>30%</b>
Box Office/Will Call Experience	Great/Good	<b>41%</b>	Satisfied	<b>26%</b>
Recommend to friend/family/colleague	Very Likely	<b>62%</b>	Likely	<b>34%</b>



# Community Involvement/ Charity Initiatives



This year, with our parent company Spectra rebranding, we took it as an opportunity to overhaul our previous How You Doin' committee. Though we didn't want change our focus from customer service, we decided to add a greater focus on community service, in addition to our commitment to our customers, and the committee was reborn as the Comcast Cares committee, in relation to Comcast/NBC Universal's company-wide community service initiative: Comcast Cares.

The goal of the Comcast Cares committee includes customer service, employee incentives, training for full and part-time staff members, tools to measure company performance and more. Both venues staffs are trained in a customer-first philosophy, including a focused Top 5 of principals that help focus us to maintain a first-rate facility by providing top-notch service to our guests.

The Comcast Cares committee in place at the Ryan Center and Boss Ice Arena features a representative from each department to create a fun and exciting work atmosphere, as well as formulating new initiatives. The highlights from the Comcast Cares committee this past season were community-based, through support of the URI Basketball Pink Out events, raising money to fight breast cancer, adopting a low-income family to provide Christmas gifts through Children's Friend, participating in URI's Spirit of Giving Holiday toy drive, and an interdepartmental food drive at Thanksgiving, donated to the Johnnycake Center. The committee also focused on our valuable employees, coming together for an All Staff training in September, recognizing outstanding employees through our Employee Effort of the Month program, awarding the Terry Butler Memorial Scholarship to an outstanding graduating senior employee, and thanking them for their hard work with the Staff Appreciation Night in May.

In addition, as part of Comcast/NBC Universal's company-wide Comcast Cares Week, the management team at The Ryan Center and Boss Ice Arena went out into the local community to support Save the Bay, an environmental non-profit focused on protecting and improving Narragansett Bay based out of Newport, RI. Our staff helped clean the aquarium, move a donated tank, replenish sea grass in the sand dunes, and a beach cleanup collecting over 210 lbs. of beach litter.



# Future Outlook

The positive relationship between Spectra by Comcast Spectacor and The University of Rhode Island continues to foster a strong foundation for success as we constantly are looking to be progressive in bringing a diverse lineup of events for all audiences; while improving the operations of both venues and providing great customer service and fan experiences to the thousands of patrons visiting Southern New England's Premier Multipurpose Venue and Ice Arena on a weekly basis. One large project we are very excited about that will be complete for the beginning of the FY17 season is an upgrade to our Video Control Room and Audio/Video system. In addition to a new state-of-the-art Video Control Room, this production upgrade will dramatically improve the fan experience during basketball games as it will enable our game production to go digital (HD widescreen) in playing all videos and live game action.

We are also excited to roll out several new marketing initiatives during 2016-17 including the Big Ticket Promotion and Rhody Rewards Program. The Inaugural Big Ticket Promotion is the largest

promotional contest we have launched in the fourteen years of the Ryan Center and will award one contestant two tickets to every event at the Ryan Center this upcoming season. Rhody Rewards Program presented by Coca Cola is a joint partnership with URI Athletics and is a behavior incentive program that will reward fans for purchasing tickets, attending events and positively promoting URI Athletics, the Ryan Center and Boss Ice Arena and their events on their own social media accounts.

Following the record breaking 2015-16 season, this upcoming event season is full of high expectations. Coach Hurley and the men's basketball program are preseason favorites to win the Atlantic 10 Conference and make their first NCAA Men's Basketball Tournament appearance since they played in Keaney Gymnasium, ranking as high as 15th nationally in preseason polls. The women's program led by Coach La-Force is coming off 29 wins over the past two seasons and is expected to continue to build upon the success in her third season. In addition, our 2016-17 show season is already off to a fantastic start featuring comedians Jay Leno and Hannibal Buress, Chris Young/Dustin Lynch, a special evening with the star of the hit Broadway musical Hamilton, Leslie Odom Jr., and URI's own, Mat Franco, winner of America's Got Talent, as part the University of Rhode Island's 125th Anniversary celebration.

With the continued support of the University of Rhode Island we look forward to seeing you at the Ryan Center and Boss Ice Arena this upcoming season. Don't miss out on an exciting 2016-17 season full of entertaining shows, exciting basketball, hockey and new fan experiences.







*Kayla Chin*



**SPECTRA**  
BY COMCAST SPECTACOR

RYAN  
CENTER   
THE UNIVERSITY OF RHODE ISLAND

**BOSS**  
**ICE ARENA**  
THE UNIVERSITY OF RHODE ISLAND