

A CASE STUDY EXAMINING THE STRUCTURE OF THE EVENT PROCESS AT
CALIFORNIA POLYTECHNIC STATE UNIVERSITY

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By

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ABSTRACT

A Case Study Examining the Structure of the Event Process

at California Polytechnic State University

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The purpose of this study was to examine the structure of the event process on Cal Poly's campus. An intrinsic case study method was used, and data were collected and analyzed using triangulation from three sources of information: documents, interviews, and participation research. Overall, the structure of the event management process on campus was found to be stable, but could use improvement. Cal Poly should consider establishing a specific, designated organization that would help centralize the event management process at Cal Poly. This organization could be in charge of training and updating event managers, approving events, monitoring volume of events on campus at a specific time, holding event managers accountable to following policies, and maintaining a website that would act as a hub for all event-related materials.

Keywords: Cal Poly, special events, campus events, intrinsic case study, event management, event policies and procedures.

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CHAPTER 1

INTRODUCTION

“Anthropologists who study tribal ritual maintain that events can be traced back as far as we can track the gathering of peoples throughout eternities” (Nelson & Silvers, 2009, p. 31). Events happen daily, at all times, all over the world. They are a way to bring people together for one purpose or another. “Through events, we can increase our know-how, network with others, and even continue our education. Business events, conferences, symposia, meetings, workshops, exhibitions—all of these enable us to connect, communicate, learn, and collaborate” (Pernecky, 2015, p. 110). The exact number of events each year in the United States is too large to pinpoint, but according to Goldblatt (2014), in the meeting and conference industry alone, 1.7 million jobs were created, and 263 billion dollars were spent in this sector as far back as 2011. Events have a far-reaching impact on the local community. The money spent and jobs created include third-party services such as catering, electrical, audiovisual, marketing, and any other service that is involved with the execution of an event.

While events have been documented for thousands of years, the actual event industry as a profession has only been popular for the last couple of decades (Damm, 2011; Pernecky, 2015). The industry has seen rapid growth in educational and job opportunities over this same period (Goldblatt, 2014). The use of technology for managing events and marketing them, predominantly through social media, has helped create a boom for more events.

With so many various types of events and different people involved, the planning and decision making can become complicated (Phi, Dredge, Whitford, 2014). When there is limited event space and many people to engage, it is difficult to make everyone happy. College campuses in particular struggle with numerous stakeholder groups vying for limited event venues. California Polytechnic State University in San Luis Obispo (Cal Poly) is no exception. Events are being planned every day on Cal Poly's campus, and this study examines the details of the event management process that is being used on campus.

1.1 Rationale

There are more events per year on Cal Poly's campus than there are students, staff, and faculty combined. This case study was intended to develop a greater understanding of how events on Cal Poly's campus come to fruition. Based on observations by the researcher and from personal experience, it was clear a study on events was needed at Cal Poly, not only based on staff/faculty feedback but also because no similar studies were found. It seemed to be an area lacking information. With a large number of events taking place on campus, the researcher attempted to illuminate the strengths and weaknesses of the current event processes on campus. The researcher has a genuine interest in the subject, and according to Stake (1995), this is a vital element of creating an intrinsic case study.

1.2 Purpose of the Study

The purpose of this study was to examine the structure of the event process on Cal Poly's campus.

1.3 Research Questions

This study attempted to answer the following research questions:

1. What type of events take place on Cal Poly's campus?
2. What are Cal Poly's policies and procedures for hosting an event on campus?
3. How are events on Cal Poly's campus scheduled, planned and executed?
4. How does the event communication flow at Cal Poly?

1.4 Delimitations

This study was intended to provide an examination of the event process on Cal Poly's campus. It is not a comparative study; therefore, other universities are not referenced. It should be understood that this study does not include Cal Poly events that are held off-campus, since the focus of this paper is on-campus events. Cal Poly has two major auxiliary companies that operate on campus that offer many services to the campus community. These organizations are the Cal Poly Corporation (CPC) and Associated Students, Incorporated (ASI). As far as the University is concerned, ASI and CPC staff are a part of the Cal Poly community. Programs and services offered by these organizations are discussed in this paper as part of Cal Poly. There is no need to distinguish them as different entities, or outside services, since they work as part of the Cal Poly community.

This study was not intended to evaluate any of the current processes on campus, but instead, be an informative case study to understanding how the current event management process operates. Since this was an examination of available information, quantitative research (such as a survey) was determined not to be needed. Future research can be built off the findings from this paper, and a survey is recommended so that users'

ideas and opinions can be collected. Interviews were conducted with professionals working on campus in the event industry to gather their knowledge of the event management process on campus (not to evaluate their effectiveness).

Hosting events on Cal Poly's campus can be a different experience for each event manager. This study attempts to cover the main components that are shared among most event managers on campus. A common pitfall for case study research is to attempt to answer questions that are too broad or to include everything uncovered, but it is the role of the researcher to narrow this down (Baxter & Jack, 2008). The researcher made every attempt to filter out unnecessary information. This study does not try to figure out the nuances of how and why each event manager makes the decisions they do. Knowing in more detail what is happening on campus should help future event managers navigate the terrain of managing events on campus.

1.5 Summary

Overall, this study covers the current event management process on Cal Poly's campus. This study examines how events come to fruition on campus and how the process relates to the research studied for this paper. Through this study, future event managers will better understand the event management process on Cal Poly's campus.

CHAPTER 2

LITERATURE REVIEW

Research for this review of literature was conducted utilizing resources and databases provided by Robert E. Kennedy Library on the campus of Cal Poly. In addition to books and web resources, the following online databases were utilized: ProQuest, Google Scholar, Gale Academic OneFile, SAGE Journals Online, SAGE eBooks, Elsevier ScienceDirect, Taylor & Francis eBooks, ABI/INFORM Complete, SpringerLink, JSTOR, Hospitality & Tourism Complete, and Wiley Online Library. The review of literature that follows is divided into the following subsections: Definition of an event, types of events, skills of an event manager, and event administration.

2.1 Definition of an Event

Research studies have yet to really dive in to how to precisely define the meaning of the word event when related to an activity because there are so many criteria involved with an event, such as size, rationale, purpose, and scale (Quinn, 2013; Thomas et al., 2008; Thomas & Adams, 2005). While events have been going on as far back as history goes, it isn't until the mid-1980s and 1990s that researchers more widely published materials related to event planning and management, and it wasn't until recently that it was recognized as a specialized field (Damm, 2011; Thomas et al., 2008; Pernecky, 2015; Robertson, Ong, Binney, & Knight, 2018). No two events are the same, there is always a variable that makes each event unique (Beaulieu & Love, 2005; Dowson & Bassett, 2015). Some of these different variables could be the weather, setting, theme, consumables, social interactions, culture, location, and service delivery (Quinn).

In the broad sense of the term, an event can be defined as a planned or unplanned temporary occurrence (Thomas, Hermes, & Loos, 2008). If more descriptors are used to try and define an event, this can become problematic because it may not apply to real-world applications. (Bladen, Kennell, Abson, & Wilde, 2012). According to Bladen et al., events are temporary in the sense that they usually have a start time, a program, and an end time. Not all events have an exact end time, but for it to be considered an event, it should end at some point.

When the word *special* is added to the word event, it is known that this is a planned event, that is one-time or infrequent (Thomas et al., 2008). For example, a meeting that takes place every week at the same time and place for months is not typically described as a special event. Quinn (2013) suggests special events are a vital part of any community because they are a way for citizens to communicate with each other while building bonds and social cohesion. These types of events are typically larger in size versus standard or reoccurring events. Special events typically have leisure, cultural, personal or organizational objectives that differ from daily life, and their purpose is to enlighten, educate, celebrate, entertain, or bring people together for the sake of meeting new people (Quinn). Special Events can earn the city public revenue through sales and lodging taxes (Getz, 1997).

Event management is an umbrella term used to describe all tasks and activities surrounding the execution of an event, that includes strategy, accounting, planning, implementation, and oversight (Thomas et al., 2008). An event manager is in control of all aspects of the event, and they play a myriad of roles (Devney, 2001). The event manager is typically the person who researches, designs, plans, coordinates, and evaluates the

event (Goldblatt, 2005). The title *event manager* is not consistent throughout the industry, some may call this role an event planner, event organizer, or event coordinator, yet all their roles may be the same (Dowson & Bassett, 2015; Goldblatt).

Riungu, Backman, and Kiama (2018) completed a study of five of the top event-related journals and found that sporting events were the most represented type of event in event-related studies. Riungu et al. highlighted the need for additional research on sustainable events and said, “With increasing demand for holding events that integrate the community and the environment together with the economic benefits expected—sustainable events, the study indicated that limited research examining the holistic concept of sustainable events had been done” (p. 580). With the current need to protect the earth, sustainable events should be an integral part of the event management process in the future. Events can be a threat to biodiversity, climate change and ozone depletion, air, water, and soil pollution, energy consumption, recycle waste, and over-consumption of resources (Getz, 1997). Not only can events have an environmental impact, but they can also have a social impact. There could be negative impacts to the local community, such as unruly behavior, litter, damage to the environment, noise, traffic, overcrowding, and disruption to the community’s normal way of life (Quinn, 2013).

Stakeholders are groups or individuals, either internally or externally, who can influence or are influenced by an event or event organization (Quinn, 2013). In other words, anyone involved with the event that has a professional, financial, or personal interest. Stakeholders are critical to the success of an event (Goldblatt, 2005). Stakeholders can include the government, non-profit business, employees, volunteers, residents, tourists, and guests (Quinn). Stakeholders should be treated equally and fairly.

Events operate in an ever-changing environment (social, cultural, political, economic, and natural), and many times events rely heavily on volunteers and sponsors, who are all considered stakeholders. Stakeholder relationships are a pillar of successful, sustainable leadership and event management (Pernecky, 2015).

2.2 Types of Events

There are various reasons for an event and labeling or categorizing them can be confusing. Getz and Page (2016) have created a widely used method for categorizing the different types of events by breaking them down into eight major categories: arts/entertainment, business/trade, cultural celebrations, educational and scientific, political/state, private events, recreational, and sports competitions. Using Getz and Page's categories, Table 1 displays examples of different types of events. The types of events listed in this table were compiled using research from other sources from this review of literature.

Table 1

Types of Events

Arts/Entertainment	Business/Trade	Cultural Celebrations
Concerts	Expositions	Festivals
Exhibits	Trade shows	Carnivals
Performances	Meetings/symposiums	Parades
Award ceremonies	Conferences	Religions events
Food-related events	Publicity events	Heritage commemorations
Dances	Fundraiser	
	Career Fairs	
Educational/Scientific	Political/State	Private Events
Seminars	Inaugurations	Anniversaries
Workshops	Rallies	Retirement
Clinics	Summits	Family holidays
	State visits	Reunions
	Cause-related events	Galas
	Centennials	Weddings
Recreational	Sports Competitions	
Games	Professional	
Amusement events	Amateur	
Outdoor activities		
Adventure activities		

(Dowson & Bassett, 2015; Getz, 1997; Getz, & Page, 2016; Goldblatt, 2005; Quinn, 2013).

Events can also be classified by size and location (Dowson & Bassett, 2015; Getz, 1997; Riungu et al., 2018; Thomas et al., 2008). The four categories commonly used for this type of event classification are local, major, hallmark, and mega. Local events, such as business mixers, are typically the smallest type of events out of these four categories and do not typically attract visitors from outside of the region (Riungu et al). Major events are typically larger than local events but smaller than mega-events (Dowson & Bassett). According to Riungu et al., major events can be international festivals or large sporting events. Getz states that a hallmark event can be large or small, but what makes it a hallmark event is its popularity and familiarity. People know when and where

the event is going to be held every year, just by the name of the event. For instance, Thomas et al. give the example that it is well known that Mardi Gras takes place in New Orleans. Mega-events are very large and usually draw tourism to the host city, such as the Olympic Games (Getz).

2.3 Skills of an Event Manager

In order to better understand the event management process, it is crucial to examine what type of person and skills the industry deems are vital to the success of an event. The skillset of an event manager is critical to the success of an event (Beaulieu & Love, 2005; Robertson, 2015). Robertson discusses how these various skills are used for individual tasks throughout the event process and add, “success hinges on a common foundation of transferable competencies and accountabilities” (p. 30). Event managers need a wide variety of skills because no two days are alike for them (Beaulieu & Love). An event manager has a myriad of professional roles (Devney, 2001). One day they could be working on a formal event with flowers and an orchestra, and the next they could be helping plan travel arrangements for an international conference. To fulfill their duties, event managers should have a solid combination of hard and soft skills, mixed with some training and education.

Hard competencies are task-oriented and relate directly to job knowledge (Jimenez, 2015). These are the skills an event manager learns through education or from on-the-job training. Having a general knowledge of management is helpful, but each event has its needs, such as staging, culture, and tourism (Quinn, 2013). For example, a sporting event can be completely different from other types of events because there is a high level of uncertainty about what is going to happen at this event. Quinn points out

that outcomes are unscripted and that can cause fan reactions to change, all while having media coverage present. This type of event would take different skills versus an anniversary party.

The most common hard skills for successful event managers are:

- (a) knowledge of law including local, state, provincial, and federal regulations;
- (b) use of technology, such as computers, software, and social media; (c) human resources which includes recruiting, hiring, and training; (d) negotiating;
- (e) marketing; (f) food handling safety; (g) accounting/ budgeting;
- (h) analyzation/evaluation; (i) professional writing skills; (j) customer service;
- (k) transportation logistics; (l) sponsorship relations; (m) volunteer management;
- (n) non-profit experience; (o) decorating abilities; (p) project management.

(Abson, 2017; Beaulieu & Love, 2005; Damm, 2011; Devney, 2001; Getz, 1997; Jimenez, 2015; Junek, Lockstone, & Mair, 2009; Landey, 2004; Quinn, 2013)

All these skills are not necessary to be an effective event manager, but the more of these skills an individual possesses, the more well-rounded and knowledgeable they should be in the field of events. Thomas et al. (2008) established that there is a strong correlation between project management and event management because of the similarities between their characteristics and skills. Having project management skills does not necessarily correlate to being a good event manager, but as O'Toole (2000) points out, it would help.

Soft competencies are a mixture of skills, traits, and personal attributes (Beaulieu & Love, 2005; Jimenez, 2015). These are just as important as the hard skills in delivering a successful event (Abson, 2017).

The most common soft skills needed by event managers are:

(a) communication; (b) leadership; (c) detail-oriented; (d) ethical decision making; (e) time management; (f) teamwork; (g) interpersonal; (h) managing work and personal stress; (i) maintain professional demeanor; (j) positiveness; (k) motivational; (l) patience; (m) confidentiality; (n) loyalty to company; (o) diplomacy; (p) creativity; (q) initiative; (r) flexibility; (s) organizational; (t) accuracy; (u) respectful; (v) responsible. (Abson, 2017; Beaulieu & Love, 2005; Damm, 2011; Devney, 2001; Getz, 1997; Jimenez, 2015; Junek, Lockstone, & Mair, 2009; Landey, 2004; Quinn, 2013)

Several key skills are of critical importance and should be discussed further due to their importance in the field, including leadership, communication, and stress management.

Leadership is an essential element of event management, and while many studies have been done on leadership, not many have been done on leadership in event management (Abson, 2017). Abson explains that because events take place in an unstable environment (ever changing), the leaders of these events need to be flexible and be heavily engaged and involved with the day-to-day operations. Problem-solving is not successful in isolation; working with peers and stakeholders is critical to leading (Landey, 2004). A proper balance for a leader is someone who focuses on goals and results, is current and future-oriented, is willing to change things if needed, is a role model, and who empowers staff to make decisions that improve operations, programs, and service quality (Getz, 1997).

Communication stands out as the number one skill needed to succeed in event management. As Damm (2011) explains, minor misunderstandings can have substantial impacts on the outcome or perception of the event. This communication can be external

or internal. Systems and processes need to be built around reliable communication (oral, written, electronic), and written documentation is best for record keeping and mass distribution (Goldblatt, 2005). Communication is not just an interpersonal skill used in person, on the phone, or over email, it is also something that can reach the masses through the Internet. Social media, television, radio, magazines, newspapers, flyers, and posters are all tools used by companies to reach their audience through internet-based communication (Dowson & Bassett, 2015; Getz, 1997).

For the sixth year in a row, event planning has been ranked as one of the most stressful jobs in the world (Starr, 2018). Clark, Dimanche, Cotter, and Lee-Rosen (2017) explain how the events industry professionals must work evenings, weekends, holidays, and summer months. Their hours are not typical. Most people's leisure period is when they are busiest. Not only are event professionals working while others are playing, but they are also having to meet demanding timelines and have a high level of responsibility. When this is all combined, it can be hard to sustain a lengthy career in the industry. Finding a balance between personal life and a career in events can be challenging, especially with a family. This can be stressful to manage.

Stress is something that comes with most jobs, but event managers seem to face it more often due to the diverse stakeholders, moving parts, and uncertainty of the ever-changing elements of the event process (Abson, 2017). Abson explains that stress negatively impacts event managers because they are typically trying to please internal and external customers. Managers should cross-train other employees so the manager can be empowered to delegate authority to these cross-trained employees. When available, event managers typically need help and support from co-workers during stressful times

because of the uncertainty of the timing of the different steps in the process. There are late nights, long hours, and looming deadlines that can cause the event manager to face burnout (Clark et al., 2017). The consequence of companies failing to address this stress and burnout that are considered serious mental health issues is that experienced professionals could leave the field because they are no longer willing to manage the stress linked to managing events.

In order to learn the skills previously discussed, the event manager needs to either have prior education or proper training. Proper training is paramount for an event manager to be successful (Junek, Lockstone, & Mair, 2009; Landey, 2004). Training should help future event managers be confident, independent, able to work well with others, communicate effectively, and problem solve. At the end of training, Landey indicates that the trainee should be able to show competence in the field and be able to make a meaningful contribution towards their growth and well as their company and community's growth.

The event management field itself does not require a license, degree, or certification for individuals to be considered an event manager (Jimenez, 2015; Nelson & Silvers, 2009). Jimenez completed a study on event professionals in the US hospitality and tourism industry who specifically worked with conventions, meetings, and events. This study found that out of the 117 respondents, 47% of them had a bachelor's degree, and 30.8% had a master's degree. This study does not represent the entire nation but gives an excellent example that education is vital to event professionals.

Goldblatt (2005) states that, "When a profession can demonstrate the ability to regulate itself effectively, government is less likely to interfere" (p. 19). Goldblatt

confirms that in 1988 the event leadership profession first addressed the issue of certification when the International Special Events Society formed the Certified Special Events Professional (CSEP) task force. As time passed, and the industry grew, more and more certifications were created and professional organizations were started with the focus being event management. Currently, memberships to professional associations that encourage advancement processes are not mandatory in the industry for event professionals (Clark et al., 2017). As Goldblatt suggested, this could be a result of these organizations doing a good job to educate and regulate the event professionals.

While there is no one leading industry standard certification or membership, that does not mean quality certifications and professional organizations do not exist. There are several national and international certification and membership options for event managers. A step in the direction of global standardization was the creation of the Event Management Book of Knowledge (EMBOK), which was developed in 1999 and is a continual work in progress (International EMBOK Executive, 2019). The group that started the EMBOK did so with the intention of not having an allegiance to any one association, university, or country. As their website describes, it is a “three-dimensional description of the knowledge and skills essential to create, develop, and deliver an event.” In 2009, The Canadian Tourism Human Resource Council, in conjunction with the EMBOK group, developed the Event Management International Competency Standards (EMICS). The EMICS credential enables event managers to become certified so they can prove to their current or future employer that they have learned the standards set by international industry experts through a globally consistent framework and relevant competencies (Bladen et al., 2012).

One of the leading associations in the event industry is Meeting Professionals International (MPI; Robertson, 2015). This organization is geared around networking and professional development through educational courses and certification programs.

Another professional association is the International Live Events Association (ILEA; Pick, 2019). The ILEA provide its members education, collaborative networking, and access to international special events.

In 2011, MPI, with collaboration from the Canadian Tourism Human Resource Council created the Meetings & Business Events Competency Standards. These standards covered 12 core competencies, 33 related skills, and 80-plus sub-skills for developing key capabilities and mastering core competencies. This doctrine tied in contributions from other organizations and industry leaders, including the committee from the Event Management Book of Knowledge group, Convention Industry Council, Accepted Practices Exchange and the Certified Meeting Professional (CMP; Robertson, 2015). Robertson discusses the popularity of both the CMP and Certification in Meeting Management (CMM) programs and how they can complement each other. The CMP program focuses more on logistics and execution while the CMM program focuses more on big picture thinking. As with other industries, Robertson points out that the event industry wants to raise the bar for lowering the carbon footprint by event greening. A couple of prominent organizations that are spearheading this movement are The Sustainable Meeting Planning Program and the Green Meetings Industry Council (GMIC). Led by the U.S. Environmental Protection Agency and its relationship with GMIC, the Environmentally Sustainable Event Standards were developed to help set greener standards for events.

2.4 Event Administration

Since there are several facets of an event and each one is different, there is no outline that can list all the different activities and tasks that would work for every event (Dowson & Bassett, 2015; Thomas & Adams, 2005). While there is not a specific outline, Thomas and Adams mention that the tasks a successful event manager follows should be reasonably consistent across events. In this section, these common tasks and activities are discussed. This section is not intended to be an all-encompassing “how-to” for planning events. The intention is to take the most common components found from the research regarding event administration and list them out for a better understanding of what it takes for a successful event to be executed. The order that these tasks are listed is not indicative of the order of how an event manager may administer them. In this section, policies and procedures, event concept, finances, feasibility, venue selection, technology, marketing, service providers, pre-event logistics, day-of-event logistics, and evaluation will all be discussed.

Before an event is created, a company should have policies and procedures in place, so the event manager knows the company’s expectations (Quinn, 2013). Policies and procedures should include the company’s mission, visions, goals, and strategic plan, so staff knows what actions are desirable, permissible, and forbidden (Getz, 1997; Quinn). A company’s ethics, and how staff and customers should be expected to be treated, should be evident in their policies and procedures (Goldblatt, 2005). Goldblatt points out having robust ethical policies, such as pro-diversity and inclusion, pro-accessibility, and anti-harassment are critical, not only for the company’s reputation but for the sustainability of the entire profession.

According to Soteriades and Dimou (2011), in relation to event management, “The overall goal is to ensure efficiency (i.e., optimization in the use of resources) and effectiveness and competitiveness of special events, understood as their ability to achieve quality (i.e., satisfaction of the actors or participants, attendees, and stakeholders)” (p. 342). Event companies are finding out there is not much history or government oversight when it comes to policies for events, and these companies are having to create these policies with lack of historical data (Quinn, 2013). Silvers (2012) strongly suggests that policies and procedures, along with a strong risk management plan, needs to be in place before any event takes place. If a company waits for an incident or accident to occur before they have put plans in place, it could have extremely negative consequences. As Silvers states:

As a professional, you have a legal, ethical, and financial responsibility to make certain that the vent and its operation maintain the highest standards of safety possible; otherwise, you or the event organization might be held negligently liable for any harm that occurs. (p. 545)

Creating policies and procedures can be difficult and time consuming for any company. For instance, in a public or government environment, policy problems are becoming messy, or *wicked*, because of their social and political constructs (Phi, Dredge, & Whitford, 2014). Phi et al. point out that wicked problems at times are, “dynamic, intractable, multilayered and require action by many actors such that solutions are very difficult to implement. As a result, problem identification itself is difficult due to the existence of multiple actors, diverse perspectives, incommensurable and/or conflicting interests” (p. 407). Phi et al. discuss that it is the event manager’s job to identify these

wicked problems and make sure the stakeholders have a clear understanding of their importance. In order to handle a wicked problem, a shift in the design of the event policy, planning, and management processes may be needed to meet the diverse perspectives that come with public or government agencies.

Risk management is a critical aspect of the policies and procedures phase of event management, and in most areas, is usually subject to legally binding state regulations and legislation (Quinn, 2013). As explained by Quinn, “risk has to do with uncertainty. It refers to the possibility that negative consequences might be occasioned from the hosting of an event. Risk management is the business of actively seeking to avoid, prevent, minimise and manage risk” (p. 111). Examples of items in a risk management plan are: crowd control, cleanliness/hygiene, electrical safety, theft prevention, alcohol policies, details for staff on what to do in an emergency, and including building and fire marshal codes (Dowson & Bassett, 2015; Getz, 1997; Quinn; Silvers, 2012). Events, especially larger ones, can be in danger of being exploited or attacked for reasons of propaganda, ideology, and terrorism, so this needs to be addressed in the risk management plan as well (Getz & Page, 2016). Regular evaluation of policies and procedures are critical because laws change and events mature, so evaluating these at least once a year is smart (Goldblatt, 2005). Risk assessment is a step that should be included in all risk management plans and should happen before every event (Silvers). Silvers goes on to explain the importance of risk assessment because it helps the event manager evaluate what could go wrong and what possible threats to safety there are to those in attendance (Silvers).

The event concept task can be simple or detailed, depending on how much approval is needed to move forward with the event. At the very least, a one-page brief should be drawn up that includes the five W's: who, what, where, when, and why (Dowson & Bassett, 2015). At this stage, a rough timeline should be drawn out. Events can take anywhere from hours to years to plan (Goldblatt, 2005). Looking up the history and details from a particular event (or one comparable) for the last three years helps an event manager to come up with a timeline. If needed, this is the time when an event manager typically begins to select volunteers and forms committees (Devney, 2001). Devney suggests the strength of having a good event name, one that is memorable and articulate but avoids clichés.

This finances portion of event administration includes financial planning, break-even analysis, grants, merchandising and licensing, estimates and invoicing, sponsorships, fundraising, price points, budgeting, cost-revenue management, accounting, and bookkeeping (Getz, 1997). While it is a significant step, it does not need to be complicated. As Walker (2015) suggests, an event manager needs to keep sound records, provide accurate documentation, and to set a comprehensive budget and stick with it. Numerous events rely on sponsorships for funding, which is when a company offers funds or services (in this case to a specific event budget) in exchange for exposure and/or services in return (Damm, 2011; Getz). Getz explains that there are different ways an event can make money aside from sponsorships, such as charging an entrance fee, selling concessions, merchandising, media revenue, or renting space to vendors.

Analyzing whether an event is feasible is imperative to do before too much time and money has been spent on an event. Feasibility means that the event design has been

looked over objectively and judged whether it is possible to execute given the available resources (Goldblatt, 2005). Event managers use tools such as SWOT (strengths, weaknesses, opportunities, threats) or PEST (political, economic, social, technological) to examine internal and external environments to minimize potential risks and maximize the chances for a successful event (Quinn, 2013).

Choosing a venue may be the most important single decision made at the beginning stages of managing an event (Allen, 2000). Allen explains that it can be detrimental to the success of an event if a venue is not reserved early in the process because the inventory of available venues decrease as time goes on due to other customers reserving them first. The wrong venue can cause problems and extra work, only to increase the chances of having an unsuccessful event (Damm, 2011). When choosing a space, the event manager must keep in mind that different generations may be present, so they need to be mindful of their differences and their needs (Business Visits and Events Partnership, 2014). Damm suggests having a checklist ready with event needs and questions prepared when a site visit is done. When an event manager is picking a venue, they should consider these items: visibility, accessibility, centrality, appropriateness, cost, support services, atmosphere and image, capacity, enough lighting, A/V options (Getz, 1997; Malouf, 2012).

The use of technology in events is becoming more popular with all the advancements (Damm, 2011; Dowson & Bassett, 2015). This technology can include registration, diagramming software, project management software, communication, marketing, website, signage, and evaluation. “Modern technologies allow us to communicate with people around the world, get information and do the research

necessary to evaluate the chances of an event” (Damm, p. 38). In a study by Shein (2017), they found event management systems have given college campuses, “greater control over everything from booking spaces to ordering food, lines, and equipment. Officials say the technology is proving invaluable, especially at large institutions when more than one department plans and manages events” (p. 23).

Innovations in technology continue to help make for a more efficient event. For example, some events are using tablets at tables that have all the guest’s data already inputted so they can bid on auction items with ease; this also cuts down on paper and manually processing the winning bids (Dowson & Bassett, 2015). According to Dowson and Bassett, the use of blogs, podcasts, and social media has exploded in the last five to ten years, with companies such as Facebook, Twitter, YouTube, Instagram, and LinkedIn.

The eight P’s (not just the common four) should be covered in the marketing of an event; those eight P’s are product, place, programming, people, partnerships, promotions, packaging and distribution, and price (Getz, 1997). According to Walker (2015), one of the first things an event manager should do once they have enough information is to get their event published online. This way they can build momentum and start to get a head count. Other central tasks in the marketing process include adding a refund policy to paid events, provide a detailed frequently asked questions section, a full event description, create confirmation and reminder emails, and make sure the company and event manager’s contact info is readily available. Devney (2001) explains that a good logo can not only be necessary for identification purposes but can aid in advertising efforts if it has been designed properly. Marketing and promotion are becoming harder because people

are exposed to numerous forms of publicity through an increasing mix of channels (Damm, 2011; Quinn, 2013). Damm suggests that matters get even more complicated because different age groups tend to rely on different sources, with the 18-24 age bracket relying on word of mouth, the 25-35 age bracket relies more on websites, and the 55 and over bracket relies more on the local newspaper to acquire information.

Events can be a lot to manage, especially if the event manager is doing it alone or with a small team. By outsourcing to service providers, an event manager can save time and money, while shifting responsibilities to a specialized provider (Pernecky, 2015). Pernecky mentions that sometimes hiring a third-party vendor may even transfer the liability off the event manager and their company, on to the outsourced company. Allen (2002) suggests that when working with a third-party vendor, an event manager should look for ones with a proven track record that anticipates needs, offer suggestions and recommendations. The various common event services are listed below and should give the reader an idea of just how many different companies or partners may be involved in the execution of an event.

The most common types of specialized event services that event managers use are: (a) catering; (b) audio & visual; (c) photography & videography; (d) printing & signage; (e) fencing & barricades; (f) equipment rental (tables, chairs, pipe & drape); (g) registration (software and/or day of staff); (g) waste management; (h) attorney; (f) florist; (g) insurance; (h) security; (i) graphic design; (j) shipping & handling; (k) transportation; (l) lodging; (m) electrician; (n) construction; (o) interpreter/translator; (p) live captioning; (q) telecommunications (Internet, live streaming, etc.); (r) decorator; (s) human resources; (t) staffing services

(u) activity provider (bounce house, games, etc.); (v) tent supplier. (Allen, 2000; Devney, 2001; Business Visits and Events Partnership, 2014; Malouf, 2012; Walker, 2015).

Some event managers have the skills and background to manage some of these services on their own, but it's also a matter of time. The event manager may not have the time or the appropriate number of staff to add another element that they have to execute.

Any time a service is provided, whether at a cost or for free, there should be a written contract or agreement (Getz, 1997). Dowson & Bassett (2015) explain, "Procurement includes the acquisition of goods and services in any way, which could include leasing, temporary hire, borrowing, or contra-deals (swap)" (p. 237). If the event manager does not have experience in contracts and procurement, their company may need to hire or contract someone to help because there is a lot of risk involved (Dowson & Bassett, Getz). Transparency to stakeholders is imperative for companies; therefore, getting three quotes before agreeing to purchase or procure something of considerable cost is standard practice. Costs can vary for these services depending on location, timing, or demand. There is no exact matrix to determine how much an event manager should spend on specific products and services because every event is unique. Budgeting takes skill and experience (Goldblatt, 2005).

Pre-event logistics is the operational planning phase for the event manager. Preparation is key to successful events because it helps the event manager to be as prepared as possible, and to be proactive versus reactive (Walker, 2015). Dowson & Bassett (2015) make a point that, "The success of an event is largely a result of what happens long before the day of the event: that is, how well-planned and organized it is in

the building up to an event” (p. 21). Creating a checklist is useful not only for the event manager but to their support staff in case the event manager is ever absent (Goldblatt, 2005). These tasks are fluid, and there is no correct order that an event manager should complete them.

Here is a general list of the tasks that an event manager typically works on during the pre-event logistics process: (a) risk and ADA assessment; (b) major incident plan (emergency or natural disaster); (c) crowd control plan; (d) monitor budget; (e) obtaining permits and licenses; (f) invitation and registration management; (g) event security; (h) contracts and procurement (rental and vendor agreements, riders, insurance); (i) clear instructions to vendors; (j) registration procedures; (k) keep stakeholders informed of progress; (l) food & beverage (order supplies, catering, and bartenders); (m) gifts for attendees; (n) travel arrangements; (o) delegate responsibilities; (p) parking; (q) sustainability practices; (r) instructions/directions for guests; (s) verify utilities (Wi-Fi, electricity, water, sewer, etc.); (t) recruit, hire, train, and schedule staff/volunteers; (u) order décor, linens, and tableware; (v) create floorplan; (w) complete production schedule that includes audio & visual details; (x) knowledge of rules and regulations for venue, city, state, federal. (Dowson & Bassett, 2015; Getz, 1997; Goldblatt, 2005; Malouf, 2012; Quinn, 2013).

Not every event will require all of these tasks, but it would be good for the event manager to verify what is and isn't needed prior to the day of the event so they aren't unprepared.

The day-of is when all the plans from the pre-event logistic phase come together and are executed by the event management team. Usually, nothing ever goes as planned

with an event, so event managers need to arrive early and be prepared for unexpected changes (Walker, 2015). As Walker points out, the event manager needs to be engaged with an event because they are the central figure. They should be networking and encouraging people to take photos and share their good experience on social media. While the day-of phase of the event process is not easy and is extremely important, it is self-explanatory in the sense that the event manager does whatever it takes to try and make things go as planned.

The event manager is not finished working an event once it is over. Evaluation is an important task that has tremendous value for future events (Getz, 1997, Quinn, 2013). Brown, Getz, Pettersson, and Wallstam (2015) define event evaluation “as the holistic assessment of an event through the utilization of a broad range of measures and approaches to determine its value and impacts in an agreed or prescribed context” (p. 136). The size and complexity of the evaluation can depend on the size or complexity of the event. A smaller, casual event might require a short debrief, while sizeable special events, especially one with many stakeholders, may need in-depth analysis. One of the most common and effective ways to evaluate an event is to get feedback from attendees and stakeholders, typically in the form of a survey (Damm, 2011).

Evaluation is an event management task that is intended to improve efficiency and the attainment of goals (Brown et al., 2015). Brown et al., explain that research on event evaluation has been inconsistent and has room for improvement. Specifically, how effective evaluation is in shaping strategy, policy, or operations. They suggest that all event agencies should try and follow similar processes and measures, so then comparability becomes possible. This helps the forecasting and benchmarking of best

practices. Armstrong (2001) mentions the importance of saving and filing away all pertinent documents for reference the next time the same event is planned.

CHAPTER 3

METHODOLOGY

The purpose of this study was to examine the structure of the event process on Cal Poly's campus. An intrinsic case study method was used to examine the structure of the event process on Cal Poly University's campus. This chapter is organized according to the following sections: description of subjects, rationale for case study, study procedures, and data analysis.

3.1 Description of Subjects

A case study was conducted on Cal Poly, San Luis Obispo. According to Cavaye (1996), "Study of a single case enables the researcher to investigate a phenomenon in depth, getting close to the phenomenon, enabling a rich description and revealing its deep structure" (p. 236).

3.2 Rationale for Case Study

Case studies can uncover new issues or topics that the researcher was not aware of before. It is the job of the researcher to carry out the investigation where other methods are not practical or ethically justifiable (Gillham, 2000; Rowley 2002). As Cavaye (1996) points out, a case study only needs two components; that it does not seek explicitly to control or manipulate data, and it studies the phenomenon in its natural context. This study has both components.

Historically, scholars have had issues with case studies because they claimed to lack rigor and objectivity (Rowley, 2002). Flyberg (2006) discusses common

misunderstandings related to case study research such as theoretical knowledge is more valuable than the practical knowledge case studies provide. Thus, the misunderstanding results in some researchers believing a single case cannot contribute to scientific development. Flyberg argues on behalf of case studies by stating, “Predictive theories and universals cannot be found in the study of human affairs. Concrete, context-dependent knowledge is, therefore, more valuable than the vain search for predictive theories and universals” (p. 223). Case study research allows the researcher the opportunity to tease out factors and relations, giving the researcher flexibility that survey methods do not allow (Easton, 2010). Flyberg acknowledges that their support of case studies in research does not mean quantitative research methods are not useful. They argue that both have a place in research and can be used for sound development in social sciences.

There are different styles of case studies, such as explanatory, exploratory, descriptive, multiple-case studies, intrinsic, instrumental, and collective (Baxter & Jack, 2008). This case study uses the intrinsic method because the idea is to learn about a particular case, not a general problem, or multiple cases (Grandy, 2010; Stake, 1995). When researchers want to find the facts and not ask “what happens if” questions, or if something changes what happens, then according to Stake, an intrinsic study is the appropriate method. Silverman (1998) rejects the idea that qualitative studies should be about how people see things, preferring how people do things. This type of case study was chosen because it allows the researcher to do a more real-life examination of situations through experimental research in a specific unpredictable environment in its natural context. (Balbach, 1999; Cavaye, 1996; Gaikward 2017; Gillham, 2000; Yin 2013).

3.3 Study Procedures

Case studies use investigative techniques such as combining data collected from documents and text, interviews, observations, and questionnaires (Darke, Shanks, & Broadbent, 1998; Yin, 1981). Participation research can also be a part of an intrinsic case study, and this is described as a setting the researcher is already involved in, such as a job (Gillham, 2000). For this study, the researcher does work on campus in the events industry and was able to use their knowledge to connect with event professionals and access documents more efficiently than someone who did not work on campus. The researcher took Zucker's (2009) advice and read several different quality case studies before starting this case study to understand how telling a story is an essential aspect of writing a case study. It is not just facts and figures.

This study used documents, interviews, and participation research to collect as much information as possible to best answer the research questions. Interviews were done in person with fourteen various full-time professionals on campus who are involved with the event process. Each professional was asked questions about Cal Poly's current event process (see Appendix A), and the interviewees were only asked to provide information specific to their expertise, such as organizational policies/structure, statistics, public information, and facts about event management on campus. No personal information was collected, such as opinions or perceptions. Therefore, Human Subjects approval was not required. Not all people who work in the events industry on campus were interviewed, only a select few faculty and staff were interviewed based on the researcher's previous knowledge of campus events. The individuals interviewed were deemed by the researcher

and fellow peers to be some of the most experience event professionals on campus. Once certain documents or answers were found and confirmed, no further interviews were needed. The researcher collected information and conducted interviews until all the research questions could be accurately answered.

Based on information collected during the interviews the researcher was able to reference which event policies and procedures were used on campus and where the information could be found. The researcher collected as much information as they could about event policies, procedures, and planning through campus resources. Triangulation is an excellent method to use for the case study researcher, as it uses evidence from different sources to corroborate the same fact or finding (Rowley, 2002). Triangulation was used as part of this study by confirming facts with interviewees or comparing documents.

3.4 Data Analysis

Case study research is valuable in developing ideas and more specific topics for further studies (Cavaye, 1996). After gathering all the data and information, it is the duty of the researcher to reconstruct the case for the reader, so that it is not too complex (Gillham, 2000). The researcher's goal was to tell a realistic story about the event management process on Cal Poly's campus. "The intrinsic case strives to capture the richness and complexity of the case. The structure of the case report is likely to be emergent in nature, largely determined by the stories and experiences that surface from the data collected" (Grandy, 2010, p. 500). Grandy goes on to explain how the overall focus of the researcher is to provide the reader with a full description of the case so the reader can draw their own interpretations and conclusions, and that was what the

researcher tried to accomplish in the study. The researcher used triangulation of data collected to provide the reader with a realistic view of the event process on Cal Poly's campus.

Data were collected and analyzed using triangulation from three sources of information: documents, interviews, and participation research. Included in this data collection was information obtained by researching public information from websites such as local and federal government, Cal Poly, and other regulatory bodies associated with events.

The researcher used their knowledge of campus to select fourteen event professionals from various departments and organizations to help answer questions associated with this study's research questions. These professionals were interviewed by the researcher in person, and no personal information was collected; only information specific to their expertise (see Appendix B). The data collected from these sources were cross-referenced for validity in order to provide the most accurate answers to the four research questions.

CHAPTER 4

RESULTS

This chapter outlines the results of the intrinsic case study method. The purpose of this study was to examine the structure of the event process on Cal Poly's campus. Data were collected and analyzed using triangulation from three sources of information: documents, interviews, and participation research. Included in this data collection was information obtained by researching public information from websites such as local and federal government, Cal Poly, and other regulatory bodies associated with events.

Events are unique, as are event managers; thus, information in this chapter does not represent all variables and details linked to event management at Cal Poly. The intent was to find the most common practices and understood policies and procedures related to event management at Cal Poly. This chapter also provides details about Cal Poly's background to provide an understanding of the size and population of the campus.

4.1 Cal Poly Background

In order to understand the diverse types of events on campus, this section presents a social and physical layout of Cal Poly. Cal Poly was established in 1901, and the first class was held on October 1, 1903. Cal Poly is part of the 23-campus California State University (CSU) System. In 2020, it will be the only CSU in the system on a quarter schedule. Cal Poly's guiding philosophy is "Learn by Doing," and its emphasis is on comprehensive undergraduate education, combining technical and professional curricula with the arts and humanities. The student body is approximately 21,812 students (Fall 2018), with 1,473 faculty (including part-time as of Fall 2017) and approximately 1,670

staff members (including part-time, hourly, and management as of Fall 2017). Not only does Cal Poly’s campus host events from its internal users, but external groups may host events on campus as well. External groups must go through the Conference and Event Planning (CEP) unit to schedule their events.

The main campus is 1,321 acres, and 155 of those acres are considered the campus core. There are 149 major buildings on campus. This study only focused on events that took place within this campus core, and the following major buildings that double as event venues are included in Table 2.

Table 2

Popular Venues to Host Events

Building Name	Capacity
Advanced Technology Laboratories	175
Alex and Faye Spanos Theatre	486
Bonderson Engineering Project Center & Plaza	175
Christopher Cohen Center - Harold Miossi Hall	1281
Christopher Cohen Center - Pavilion	220
Christopher Cohen Center - Philips Hall	180
Christopher Cohen Center - Rossi Grand Lobby	144
Recreation Center	3870
University Union – Chumash Auditorium	996
University Union - Conference Room 220	90

Cal Poly also has 25 food outlets, 14 resident halls, four art galleries, and several large outdoor areas. There are two apartment-style complexes for students as well, with the latest one opening in Fall of 2018. Cal Poly’s athletic facilities are detailed later in this section.

Cal Poly is home to over 300 recognized student organizations (RSO). Included in this 300 are 13 different types of clubs: Academic, Community Service, Council, Cultural, Environmental, Honor, National Society, Performing Arts, Political, Professional, Recreational, Religious, and Special Interest. There are 21 social fraternities and 17 social sororities on Cal Poly's campus, with almost 4,000 students as members.

There are six different colleges at Cal Poly, and each its own set of academic departments. These colleges are: College of Agriculture, Food, and Environmental Sciences; College of Architecture and Environmental Design; Orfalea College of Business; College of Engineering; College of Liberal Arts; and College of Science and Mathematics. Cal Poly offers 66 bachelor's degrees and 37 master's degrees. The University also has various departments and organizations that are not directly tied to a specific college but serve the students and the Cal Poly community, such as The Dean of Students, Student Affairs, Admissions, and Career Services.

There are two major auxiliary organizations on Cal Poly's campus, CPC and ASI, that offer a wide range of activities and services to Cal Poly's community. Both organizations are private, non-profit 501(c)(3) entities, and because of this status, they are not subject to the restrictions of the state general funds. This status allows them to have a little more flexibility with their resources. Both ASI and CPC operate according to a written operating agreement with the CSU Board of Trustees and follow all applicable legal and policy rules established by the CSU system and the respective campus administration.

The services and programs provided by ASI are funded with University Union student mandatory fees and ASI student mandatory fees. Their services and programs are

educational in nature and are committed to being inclusive, empowering, and student-driven; with the purpose of enhancing and developing the student learning experience. A unique characteristic of ASI is that it operates in the form of shared student governance, so the students have a voice and ownership in their own college experience. Some of the programs, services, and venues Cal Poly offers through ASI are the Craft Center, Poly Escapes (outdoor services), intramurals, Recreation Center (including fitness and personal training), aquatics, special events, the University Union, event spaces, and a children's center.

The services provided by CPC help Cal Poly retain earnings, lessen risks, make investments, sell assets and hire employees. CPC is overseen by Cal Poly Administration & Finance. The corporation is self-supporting and receives no state funding. Operating costs are covered by administrative fees charged to areas the corporation supports. Commercial services are offered by CPC to support the campus community food options, textbooks, printing solutions, events, and housing for faculty and staff.

CEP is a department managed by the CPC, and they are the only approved event planner on campus to help plan and manage off-campus customers to coordinate on-campus events. For a fee, they can also provide services and on-campus customers as well. Some of their services include on-campus housing accommodations during summer break for event attendees, food and beverage coordination, event staffing, financial reporting, payroll services, and campus facility coordination.

The Performing Arts Center (PAC) is a notable source for campus and community special events. It is a non-profit that is funded by a partnership between the City of San Luis Obispo, the Foundation of the PAC, and Cal Poly. The Harold Miossi Hall and Alex

& Faye Spanos Theatre are joined with the Philips Hall classroom (180 capacity) and the multi-purpose Pavilion (400 capacity) to make up the collection known as the PAC. The PAC has been delighting audiences for decades, and as part of its programming, it offers a free, community-sponsored, matinee program for local students across the several communities adjacent to Cal Poly. Occasionally there are external clients that want to hold a performance-based event at Cal Poly. If they are interested in using one of the PAC's facilities, they can directly contact a venue manager at the PAC and sometimes an exception is made to the rule that all external clients must go through CEP. The PAC has permission to work with external clients if the event is within the operating mission of the PAC and is held within one of its facilities.

There are a few venues on campus that were privately funded and those that exist are managed by the controlling organization. Two of the more popular event locations that fall in this category are the Advanced Technology Laboratories (ATL), Bonderson Engineering Project Center, and the Alumni House. The ATL and Bonderson are managed by the College of Engineering, and the Alumni House is managed by the Alumni Association.

25Live is the product Cal Poly uses to schedule venues on campus. This web-based application is used for scheduling and publishing events to the University's event calendar. This application can provide useful statistics for campus administrators. During the study period, the total number of events scheduled in 2017 was 40,239 and in 2018 was 40,098. A search filter was used to remove any reservations that were academic classes (including labs, class activities, lectures, class seminars, and independent study), information tables and booths, and maintenance blocks. This search included all events,

regardless of size and occurrence. For example, the search includes small, re-occurring weekly events such as meetings, and large, one-time special events. In essence, it includes reservations that are not one of the academic types excluded by the filter. For the purpose of this study, these reservations are considered an *event*. These events include meetings, intramurals, faculty mixers, presentations, banquets, socials, and athletic events.

To put things in perspective, 40,000 events a year breaks down to around 110 events a day. As stated earlier, there are 149 major buildings on campus. This breaks down to slightly less than one event per day in each building. The campus is not open 365 days a year and not all buildings host events, but understanding that some buildings can host multiple events a day, the figure 40,000 should not shock anyone. While it is a large number, not all of these events need an event manager to plan and execute them. This number should better reflect how busy campus (and large in scale) is and how much happens daily. In 2017, 94% of the event reservations were made by an internal Cal Poly user (61%) or an RSO (33%), and in 2018, 92% of the reservations were made by an internal Cal Poly user (60%) or an RSO (32%). Internal Cal Poly users can be defined as organizations that are not student groups, such as Athletics, New Student & Transition Programs, and college departments. The other event reservations were made by the Dean of Students office, non-sponsored customers, or specific instructional-related activities by a student group. The two charts below display the total number of events scheduled over the last two years as well as the percentage of reservations by organization type.

Figure 1

Total Number of Events Scheduled in 25Live in 2017

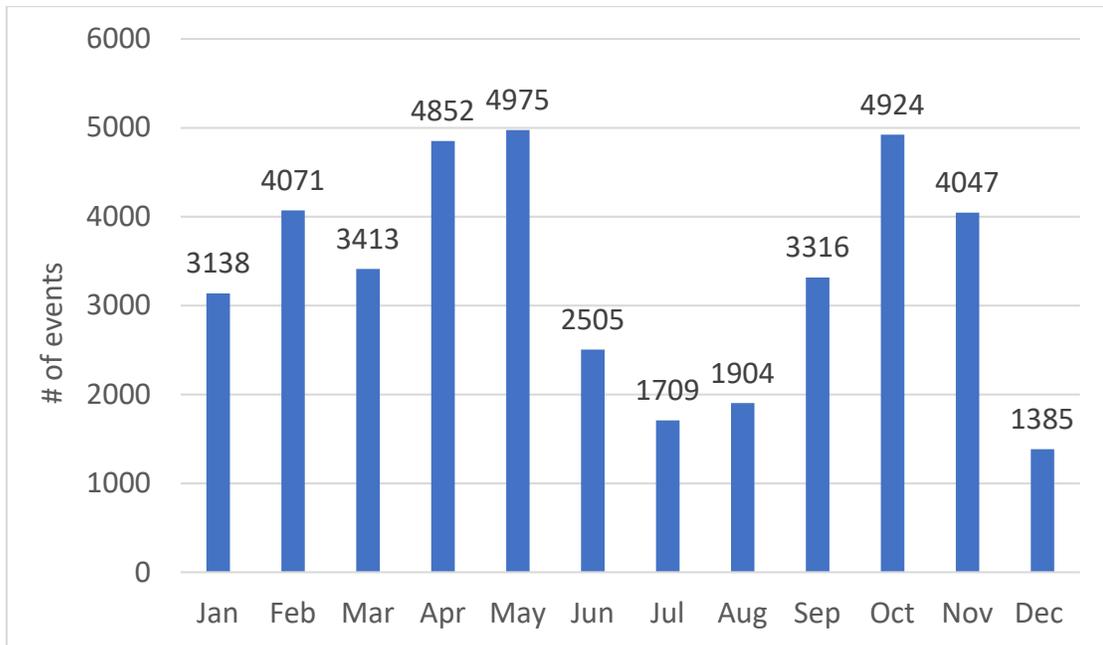
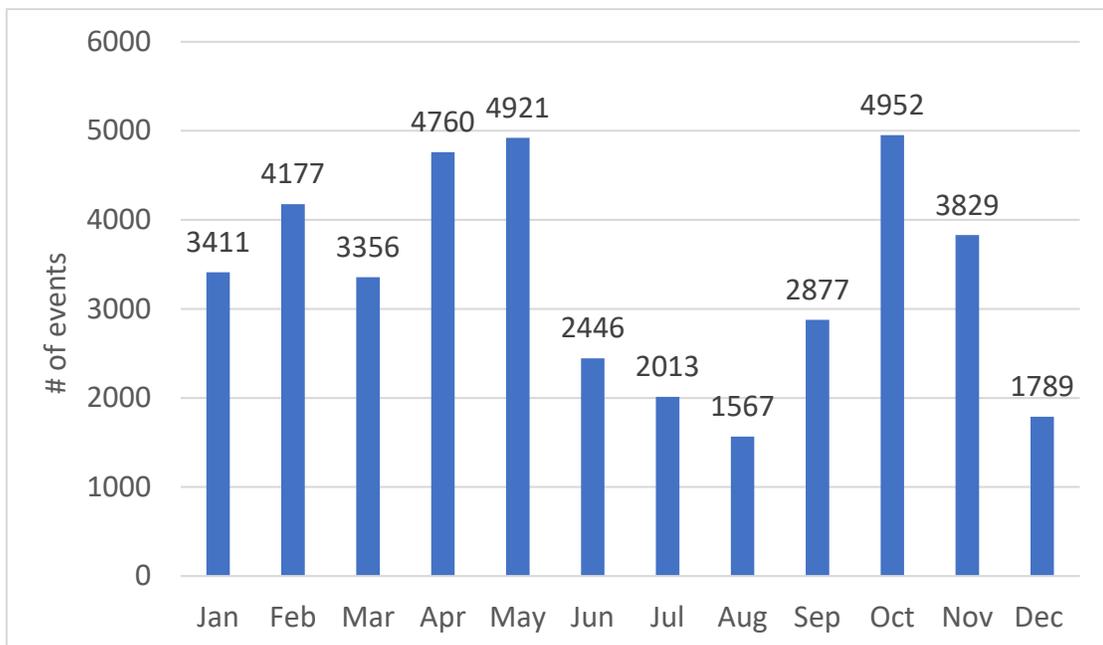


Figure 2

Total Number of Events Scheduled in 25Live in 2018



Figures 1 and 2 show the busiest time for events is when school is in session (excluding summer term), with December, July, and August being the slowest months. CEP, who handles all external user reservations, hosts more events in the summer than during the school year because this is a time when more these organizations can find available space. Spring quarter is the busiest quarter of the year for events.

4.2 Types of Events

Cal Poly hosts many different types of events, but for this study, the following types of events are ones that typically occur and that provide a parameter for the study: alumni events, appreciations, art exhibits, athletic events, auctions, award ceremonies, banquets, barbeques, career fairs, clinics, commencements, concerts, conferences, cultural events, dances, debates, exhibitions, fashion shows, festivals, formals, fundraisers, guest speakers, holiday parties, information sessions, initiations, intramurals, mixers, meetings, open houses, orientations, parades, presentations, receptions, retirement parties, tours, town halls, trainings, youth camps. These events take place year-round, whether classes are in session or not. It takes hundreds, if not thousands, of people from the Cal Poly community to help plan and facilitate these events. In addition, there are several focal special events that occur annually on campus: Open House, athletic contests and associated special events, Week of Welcome, and Winter and Spring Commencement.

Cal Poly's first Open House was held on May 24, 1904. It included a picnic and tour of campus. In 1933 Cal Poly hosted its first Poly Royal, which was an agricultural show that included a barbeque, stock parade, and live music. Due to its success, Poly Royal took over as the Open House. Special events were growing on campus and in 1934

it was noted that campus hosted a Homecoming, Christmas Party, May Day picnic and the Poly Royal. Poly Royal continued to grow through the years, but in 1990 the large crowds overflowed into local neighborhoods, causing issues. After this issue, the administration needed to assess the popular event and impacts to the community. In 1990, President Warren Baker issued a suspension of Poly Royal. In 1994 Open House was reborn with a combination of the historic Farmer's Picnic, Poly Royal, some new events, and showcases for newly admitted students and their supporters. While Poly Royal was more agriculture based, Open House now encompasses a more holistic view of campus. To this day, Open House continues to be one of the most significant special events held on campus.

Cal Poly's Athletic Department houses 10 Men's NCAA Division I sports, and 11 Women's NCAA Division I sports. Cal Poly offers its athletes a football/soccer stadium (11,075 capacity), aquatic center, softball field (800 capacity), track and field complex, strength complex, tennis complex, basketball/volleyball/wrestling center (3,032 capacity), and a baseball stadium (3,138 capacity). Each of these sports hosts their games on or near campus. While their games are an event on campus, they also host their events for themselves and guests, such as their end-of-year awards, ceremonies, banquets, camps and clinics, and fundraisers.

Cal Poly hosts a nationally recognized orientation program, known as the Week of Welcome (WOW). This program has won several awards through the years through National Orientation Directors Association (NODA). Cal Poly has had orientation programs since the school opened, but the term "welcome week" was coined in 1957. The WOW program has grown to an eight-day experience that familiarizes thousands of

new students with campus culture and expansive resources. During these eight days, there are numerous small- and large-scale special events that are planned by a team of professionals and student staff from the New Student & Transition Program department. Some of the special events focus on fun, such as the WOW-A-RAMA, while others focus on educating the students on pressing topics such as mental health, alcohol and drugs, and sexual violence. The WOW offers resource fairs and an opportunity to learn about diversity and inclusivity. New Student & Transition Program also hosts SLO Days during the summer term, which is a component of their orientation program that includes parents and supporters.

Each Winter and Spring Quarter Cal Poly hosts a commencement for all the graduating students. These special events take place in December and June and are managed by the Parent and Family Programs department. Typically, the Spring Commencement takes place in the Alex G. Spanos Stadium, which holds 11,075 people. Due to the large size of the event, the ceremonies are split up by various colleges over two days. The Winter Commencement usually takes place in the Recreation Center, which seats 3,870 people. Like the spring commencement, this is split into different ceremony times depending on the college.

4.3 Policies and Procedures

The CSU Chancellor's Office provides the 23 different CSU's with system-wide, and sometimes school-specific, policies. Cal Poly has their own Campus Administrative Policies (CAP) that have been designed with the CSU's policies at its core. The CAP is Cal Poly's high-level policies that provides information regarding administrative structure; local policies, guidelines, and regulations; and other externally developed

regulations under which the University operates. These policies provide a formal guidance system to help coordinate and execute activities throughout the University and provides an institutional framework as to how the institution functions. The CAP covers the areas of university organization and campus policy, Academic Affairs, Administration & Finance, Office of the President, personnel, Student Affairs, University Advancement, ASI, CPC, Cal Poly Foundation, and ancillary organizations.

Chapter 140 of the CAP is where most of the event-related policies are located. This chapter is titled Free Expression, Sponsorship, Commercialism and Use of Building and Grounds. This study has highlighted sections that apply to events.

Section 141.2 in the CAP covers the right to free expression, if it does not interfere with University functions, public safety, damage University facilities, or cause individuals to be audiences against their will. Section 141.3.2.3.5 extends the right of free speech through demonstrations, protests, public assemblies, and marches. The campus has the right to ask an individual or group to stop their expression if it does not follow the University's time, place, and manner regulations.

Section 141.3.1 in the CAP covers general limitations on campus that defines what should and should not happen on campus. It states that all campus activities and events shall follow state and federal regulations, without interrupting the orderly conduct of University business. It sets up protections to make sure events and activities are not disrupting the learning environment, and that public safety is always followed. It mentions rules relating to pedestrian and vehicle flow, not blocking campus entrances, and residential impacts (and the right to free speech mentioned in section 141.2).

The time, place, and manner regulations, the CAP section 141.3.2, are designed to preserve the safe and orderly operation of the campus. It sets time restrictions, such as outdoor events and activities that do not require the use of amplified sound (for speech or music) may be held between 7:00 a.m. and midnight, Monday through Sunday. Outdoor events and activities that involve amplified music or speech are limited to the hours of 7:00 a.m. to 10:00 p.m., Monday through Sunday, and University scheduling protocols must be followed. Regardless of the time, these events must be conducted in a manner consistent with the guidelines from the general limitations section 143.3.1. Whenever an event uses amplified sound, equipment, or commercialism is involved, they must follow University scheduling protocol. In other words, an event cannot just show up with these items without the University knowing.

The University is clear that individuals and groups have the right to free speech anywhere on campus, but they need to follow the specific venue's guidelines if they want to use the space. That means that in most cases, they may need a reservation. There are designated spaces on campus where a person does not need a reservation to exercise their free speech right. These spaces are known as University commons areas, such as UU Plaza, Dexter Lawn, and the Theatre lawn. These are also reservable spaces, so if someone has the space reserved, they have priority to the venue.

In April of 2019, a small group of students protested the Cal Poly Career Fair by conducting an anti-war demonstration. They didn't have a reservation, but they cited the right to be there because of the right to free expression. Campus administrators investigated the incident referencing the Time, Place, and Manner Guidelines. The campus wanted to make sure that there was no disruption to the safe and orderly

operation on campus. While the protestors had the right to protest, they could be in violation of CAP 140 if they impacted the ability for students to get in or out of the career fair. They had the right for their voices to be heard, as long as it did not disrupt an event or educational activity. The students remained outside of the career fair without any incident, and it is unknown if the students received any kind of repercussions for their actions.

The Endorsement and Sponsorship section 142 in the CAP discusses how an individual or group can work with internal and external departments through endorsements, sponsorships, or co-sponsorships. It breaks down where the liability is placed in each case, whether it is University-related, a private party, or a commercial organization. It also discusses how these partnerships may involve monetary or in-kind donations. This section provides a list of criteria on how to get approval for sponsorship or co-sponsorship. The Administration and Finance Department at Cal Poly provides a list of forms, policies, and procedures for all fiscal services.

Section 143 of the CAP encompasses commercial activities that are generally handled on campus by ASI and CPC. Any student organization that wants to propose a commercial activity must submit it through the E-Plan process, which is ASI's scheduling tool. Any organization outside of ASI or CPC must schedule and seek approval for these commercial activities through the Office of the Registrar - University Scheduling. Any off-campus entities must get written permission from the campus president or a designee. Cal Poly does not host many commercial activities from off-campus entities.

Section 144 of the CAP contains policies on how Cal Poly buildings and grounds are used. It elaborates on what groups or individuals get priority to the areas. For instance, regular instructional programming is a top priority, with commercial activities as the lowest priority. This section mentions that the University's facilities generally should not be used for personal or private parties, such as weddings and memorial services. There are exceptions to those policies with proper approvals. The use of the University's facilities may be subject to a fee and/or require liability insurance or indemnity agreement, especially for off-campus groups.

The University implemented scheduling protocols for events and activities to safeguard against scheduling conflicts. Per section 144.4, these scheduling protocols apply to all campus events and activities. There is verbiage stating that any campus-wide events, such as Open House or Orientation, may receive a higher priority than generally given to non-instructional programs. Any events taking place in residential communities are to follow policies set forth by Cal Poly's Housing and Residential Life Program.

In Chapter 170, Policies and Public Health, section 172.1 discusses alcohol policies, which directly impacts events on campus. This policy allows alcohol at events under properly authorized circumstances and at controlled locations in accordance with all local and state laws, including the California Alcoholic Beverage Control Act. The process of approval makes sure the event and its manager maintain the spirit of the Mustang Way, which is pride, responsibility, and character. The policy sets an application process and standards for how alcohol should be used, served, sold, or consumed.

Event parking is addressed in section 355.4. Cal Poly's Transportation and Parking services enforce the parking policies and work with event managers on significant events that have impacts to campus. Based on the time, location, and date of an event, a manager may be able to reserve specialized parking. According to section 355.4, event parking shall not be offered by event hosts during major campus events such as Open House, Fall Commencement, and residence move-in.

The importance of the Disability Resource Center (DRC) is identified in Section 640 of the CAP. In this section, the primary objectives of the DRC are listed. The overall goal is to make sure Cal Poly's programs, services, and activities are accessible to students, faculty, staff, and the general public with disabilities who visit or attend a campus-sponsored event.

Marketing and media relations are covered in section 740. The University Marketing office manages the details of how and who can use Cal Poly's name, graphic, and visual identities. Organizations that are hosting events open to the public should work with the University's Media Relations Department when wanting to promote their event.

The Administration and Finance Department manages the University's Risk Management. This department has a website available to users, with instructions, forms, release agreements, and event information. Their website has resources such as a risk management worksheet, a risk management assessment (scale of 1 to 5), a short course, and a page that has ten steps to safety that is required reading for some organizations. Fundamental values exposed to risk include personnel, property, liability (responsibility for injury or damage to others), continuity and revenue. It is the primary responsibility of the event manager to manage the risks of the activities, participants, operations,

personnel, and property associated with the event. Part of risk management is how to talk with the media and Risk Management's website gives tips, such as "'no comment' says a lot," and to show concern and compassion. When in doubt, individuals are instructed to contact Public Affairs.

Risk management and environmental health and safety (EHS) are addressed in section 360 of the CAP. The EHS office assists the campus in providing a safe and healthful workplace. They help with the development and implementation of programs that minimize the risk of occupationally related injury or illness. They help educate people to ensure the safe use, handling and storage of hazardous materials, and disposal of hazardous wastes. The University Food Safety regulates and investigates food-related illnesses and is managed by EHS. The EHS office issues permits necessary to hold food sales on campus by student organizations.

Both CPC and ASI have their own risk management policies that align with Cal Poly's risk management policies. RSOs have their own risk management policies and procedures managed by the Dean of Students office. They have a list of criteria that is unique to student organizations that they need to meet before their event is approved, and risk assessment is one of the criteria.

Catering is a vital service for events. Campus Dining provides catering services on campus through the CPC, and they are the only dining company with a kitchen on campus. Off-campus caterers need to be approved before they offer services on campus. Cal Poly manages a list of approved caterers that can be used on campus. These caterers have all gone through an application and approval process and have provided the University with proper insurance and liability coverage. Caterers not on the approved

catering list are not authorized to provide service on campus. As with food, only approved alcohol services can be used at events. Events that have food given away to the public or that is sold on campus need to complete a campus University Catering Waiver to Campus Dining, they have the exclusive rights to sell food on campus. All alcohol requests must be approved by Campus Dining.

Food waste is an important topic for events. Many times, events have food leftover at the end. Campus Dining has a policy that any food items that that have been on a catering buffet or were unwrapped must be disposed of in food waste bins and recorded in a waste log. All other unwrapped food items not over the four-hour time limit must be returned to the catering chef with temperatures, and the time needs to be recorded. The catering chef or kitchen staff can place leftover hot food in the blast chiller to cool it to a safe temperature and label it with the date and time. Any unwrapped cold food is labelled with date and time and placed in a refrigerator. The catering chef determines if leftover food will be used for another catering event or transferred to another dining venue. Leftover food can only be reheated once. Any food leftover after an event that does not go back to the catering kitchen can be eaten by anyone that the event manager or catering team allows to do so. This could be their staff, catering staff, attendees, or students, and it is at their own risk.

Each department and organization on campus is responsible for creating and managing their own internal policies and procedures as they see necessary. These internal policies and procedures should not conflict with the CAP, and they should work in tandem with the CAP. These internal policies and procedures are where an organization can define specific policies and procedures associated only with their area, such as

mission, standards, goals, risk management and safety, human resource guidelines, accounting best practices, customer service instructions, email policies and code of conduct. These organization policies may include how to plan or host an event. Some organizations manage or host events on campus and do not have their own written policies and procedures, so they default to the CAP. These organizations sometimes have unwritten internal policies and procedures they ask their team to follow, and others sometimes use the commonsense approach. There is no governing body that regulates each organization's internal policies and procedures.

RSOs do have a handbook on campus that the Dean of Students and ASI have put together to help guide these organizations through the event process. Every organization goes through ASI to schedule their event, and there are steps they need to complete before their event is approved. The Dean of Student's office promotes student development and leadership; enhances student success and retention; and facilitates a respectful, diverse and inclusive campus. All RSOs are subject to University policies and procedures and must comply with the RSO Code of Conduct. This Code of Conduct covers areas such as disorderly behavior, health and safety, noise violations, hazing, discrimination, and sexual misconduct. Events hosted by RSOs need to go through a risk assessment process and require advisor approval. Alcohol is not permitted at any RSO event on campus. They are responsible for their own liability/accident/medical insurance.

In January of 2019, the Sigma Pi fraternity was suspended for five months for violating the hazing guidelines set forth in the RSO handbook. The hazing involved new recruits being required to attach suitcases to their legs and carry them around campus during their day-do-day activities. This was determined to be humiliating to the pledges,

causing mental and emotional distress. This is also a violation of the CAP. Hazing is taken very seriously at Cal Poly, especially since a tragic incident happened in 2008, when Cal Poly student Carson Starkey died while being hazed. After Carson's passing, his parents started the national organization, With Us, which encourages those who witness abusive or dangerous situations to take an active role in stopping them.

The most common policies and procedures that event managers need to be aware of outside of the CAP are from the California State Fire Marshal, Building Standards Commission, and the Americans with Disabilities Act of 1990. Athletics must follow National Collegiate Athletic Association (NCAA) guidelines to remain eligible to have nationally recognized athletic teams.

The Fire and Building codes websites are not easy to navigate, and the rules are not easy to understand unless a person has prior education or experience in risk management. Most event managers, if not all, call on Facilities Management & Development for answers to their questions linked to these areas. A few event managers have been known to use common sense on what they believe is appropriate or base their actions on what has been done in the past. Facilities Management & Development is a state funded entity that is dedicated to providing a safe and operational campus environment. Facilities Management & Development helps event managers complete and submit building permits for fire marshal approval and work with event managers on ADA regulations.

The Office of the State Fire Marshal has a website full of policies and codes. Within the website is a helpful printable trifold that lists the common policies and tips for events. This guide has a checklist that event managers should use and post at their event.

This guide discusses issues related to structural spacing, electrical, signage, fire extinguishers, food service areas, and general fire safety.

Cal Poly under the guidelines of the California State University system does not discriminate based on disability in admission or access to, or treatment or employment in, its programs and activities. Sections 504 and 508 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and various state laws prohibit such discrimination. Cal Poly has a Disability Resource Center that has a guide to accessible event planning on their website. This guide discusses ways to help ensure that campus events are accessible to the greatest extent possible. Areas covered in this guide are communication, advertising, signage, parking path of travel, restrooms, and physical set-up of the event with dimensions. This website has links to resources to help the event manager find local resources for renting equipment if needed or whom to contact on campus for assistance. The ADA National Network site also has helpful information laid out in a guide to better assist event managers on how to best ensure their event is accessible.

4.4 Event Planning Details

Each organization on campus is responsible for scheduling, planning and executing their event. There is not an all-encompassing, one-stop event shop or resource available to all event managers on campus. CEP offers many of the services of a one-stop event shop, but they are currently geared for serving external clients, with the occasional internal client. In order to plan an event, CEP would need the hiring organization to have a point person to make event-related decisions and to create the programming for the event. The programming of events is not completed by CEP; that is up to the clients to

handle. Although CEP does help clients navigate the event process on campus and do a lot of the work on their behalf. Users are charged fees by CEP to use their services, and they have a different rate matrix for internal versus external clients. Cal Poly mandates that all external clients use CEP to simplify the process and make sure external clients are following campus policy.

A few venues, such as the University Union, Recreation Center, Spanos Theatre, and the PAC offer event support and supervision, while other venues, such as classrooms, only offer space, and each client is on their own in terms of support. There are opportunities for event managers to request Facilities Management & Development or Information Technology Services to help support their event with specific services such as tables and chairs, custodial, and technology services when the venue doesn't provide these services. The next section covers the various steps and procedures internal event managers go through to schedule, plan, and execute their event on campus and what event resources are used on campus to support these events.

The entire venue scheduling process, including the use and management of 25Live, is overseen by the Office of the Registrar - University Scheduling. While the Office of the Registrar – University Scheduling manages the scheduling process, they do not enter each reservation. Each event manager or reservation requestor has a scheduling entity they work with depending on which organization or department they work for. Usually, the scheduling entity that is assigned to an event manager is closely affiliated with them. These scheduling entities enter the reservation requests into 25Live on behalf of the event manager. For example, all Cal Poly Athletics reservation requests go through their assigned scheduling entity, which is one person. If the wrestling team wants to

reserve a space on campus, they need to submit their request to this specific Cal Poly Athletic scheduling person who enters the request and all of the details into 25Live. These special scheduling entities are not managed by the Office of the Registrar – University Scheduling, but they work closely together. Sometimes the scheduling entity for an organization is one person, and sometimes it is multiple; it all depends on the volume of requests they need to process. After the requests are entered into 25Live, a workflow is created, which includes the option for a venue manager to approve or deny the request. The scheduling entity can also flag specific departments within 25Live, such as Risk Management or the University Police Department (UPD), if these departments should be aware of the event. In some circumstances, reservation requests may be processed instantly. This happens when the scheduling entity is also the venue manager. For example, if ASI wants to reserve a space within ASI, it can do so in 25Live, and it would instantly be confirmed. For all other types of reservations, the processing time varies depending on the venue.

25Live is viewable to all students, faculty, and staff but as mentioned earlier, only a select group of people on campus have access to adding or editing info in 25Live. In the case of an emergency or disaster, 25Live acts as the central repository for what is taking place on campus. This is an excellent reason to have one central reservation system such as 25Live, and one department managing it like the Office of the Registrar – University Scheduling.

There are no fees for scheduling an event in 25Live. Some venues on campus charge a fee to cover the overhead cost of the services provided. The PAC, Spanos

Theatre, and ASI have their own fee structures that vary depending on what type (internal, external, sponsored) of client is reserving the venue.

The Office of the Registrar - University Scheduling provides helpful links on their website including a guide that explains how to check for location availability using 25Live. Their website has links to easily access frequently-referenced campus facility use policies and procedures, and commonly requested campus facilities. Their website also provides links to information regarding signage, food safety, and risk management.

All RSOs must use ASI's E-plan, which is a web-based application, to request event space. ASI has their own scheduling department that processes these requests per an agreement with Cal Poly. ASI routes the request for approval by the organization's advisor and any other campus entities as applicable. For example, sometimes the UPD, Facilities Management & Development, or Risk Management need to be flagged if an event may be high risk or have a significant impact to campus. Once the RSO's advisor approves the event in the E-Plan, ASI enters the reservation into 25Live on behalf of the RSO, whether the request is for an ASI managed space or not.

Scheduling gets somewhat complicated when it comes to venue release dates and priority scheduling. Academic-related activities have scheduling priority for campus facilities, but most spaces are reservable outside of class time for other campus users or customers of CEP. The University does not release academic spaces for reservation until the second round of registration for the coming term. This is in an effort to make sure academic classes have appropriate spaces. Depending on the space and the venue manager's policies and procedures, users may be able to reserve some spaces anywhere from three days out to one year in advance. There aren't many spaces that can be

reserved far in advance because most spaces on campus are for academic purposes, so they must wait for the second round of registration for the coming term. Some spaces have a priority scheduling list where a group of predetermined users may have first access to requesting space reservations before the rest of campus. These lists are typically created and approved by councils to make sure these processes are fair and done with integrity. These priority lists are strategic in the sense that the intent is to make sure important campus events and partners can continue operating their traditional campus-wide events such as Open House, Orientation, Alumni weekend, and the Fall Conference, to name a few. The spirit is to make sure the traditional, impactful, campus community events can keep happening.

Some venues are first-come, first-served in terms of scheduling, but that process does not work for the large, high-volume venues. ASI has gone as far as having a block schedule in the Recreation Center, so each partner can have a share of the building hours that they know are reserved just for them. If they opt not to use the hours, someone else can reserve the space after a specified date. Some of these partners include the Kinesiology department, Cal Poly Athletics, ASI Intramurals, and RSOs. Users can put in their request into the system at any time, but it is not processed until the venue is available for reservations. These requests may be dormant for weeks or months, depending on the venue's release date for reservations.

Depending on the type of reservation and location desired, the approval process could take anywhere from minutes to months. Based on things such as risk, safety, impact on the university, and the ability to support associated activities, the event manager may be asked to provide further information or modify event-related activities.

Additional requirements may be needed if the event has minors participating, animals, controversial speakers or subject matter, fundraising, memorials, dunk tanks, or inflatable activities. The ASI Sports Complex has a special committee, the Sports Complex Use Committee, and approves all reservations at their Sports Complex to make sure they comply with the intended use of the fields.

The details of the planning process are up to each event manager. Some may like to work under pressure, and others may like to plan well ahead. Some may like to work off a checklist, and others may like to go off memory and experience. While some departments offer guides and tips, there is no one approved method for planning an event at Cal Poly. An event planning resource guide was created by a group of event stakeholders on campus and it lives on the Office of the Registrar's website. This is an extensive 25-page guide that has a breakdown of the event management process from beginning to end, including contact information for various resources. It includes details about popular event spaces and what the event manager should know about these venues. It is the most comprehensive event resource available for Cal Poly but based on interviews for this study; not everyone uses it.

Research for this study found that most of the event managers operate their own way, with their own style. Not all organizations that plan events have a trained event manager on their staff, especially the RSOs. For those that do not have event managers, the planning tends to fall on those with some experience or those with the most time to work on the event. This study found that the procedures vary greatly between departments and event managers; there was not a consistent enough process to list.

The process that each event manager goes through to plan an event is different depending on what organization they work for and what type of event they are hosting. For instance, CPC, ASI, and Cal Poly all have slightly different policies that impact how outside services are procured or how money is handled. When drilled down further, within each organization there may be departments that have their own procedures as to how they want their events planned or which vendors they use. Like the services listed in the review of literature, many outside services are obtained to help execute an event. These services include but are not limited to the following types of services: equipment rentals, audio and visual, catering, plant rentals, decorators, security, transportation, portable restrooms, and balloons.

Marketing is a beneficial component for getting the word out for events. Marketing each event is up to each department. While there is a Cal Poly marketing organization, called University Marketing, this group does not typically run marketing campaigns for events. There may be an event that involves all of campus, such as Open House, which University Marketing helps with; but overall, they mainly help set the policies and procedures for all other entities to follow, making sure there is a consistent Cal Poly brand. University Marketing provides details as to what is and is not an acceptable use of the logo and any Cal Poly trademark. This department is where event managers would go, or send their designers, to see what fonts, colors, and photos they can use. There is a public calendar of events on campus listed on the Cal Poly Event's website. Otherwise, it is up to each organization to publicize their event.

The execution of an event includes the set-up, management, and take-down of the event. Each venue is different, and event managers need to understand how to navigate

each venue. For example, some venues may offer tables and chairs, but they are locked in a closet and need to be set-up; while other venues may provide set-up/take-down and supervision services for a cost. There is not an all-in-one mobile service on campus that sets up, manages, and takes down an event in any venue. Facilities Management & Development does offer some event services, but it's based on equipment and staff availability. They do not help plan, supervise, or manage your event. Unless the venue provides event services, the event manager is responsible for the entire execution of the event.

It is up to the event manager to know the policies and procedures for the venue where they are hosting an event. Cal Poly does not have specific policies on event supervision, but venues may have their own policies that mandates that the customer uses their venue's supervisor, as the Recreation Center does. The UPD is notified of large-scale or controversial events and may mandate that police officers need to be present for the safety of the event, and this service comes with a charge. Otherwise, outside security is up to the discretion of the event manager. The Dean of Students office can suggest, or even mandate, that security is present at certain student events on campus. This is a rare circumstance that happens in less than an estimated 1% of the planned RSO events. Organizations such as the PAC, ASI and Athletics hire event staff to help handle the execution of their events or to provide services to their clients.

Cal Poly does not require specialized event training or certifications to plan an event on campus, but departments may have job specific requirements when hiring an event manager. Cal Poly has resources available to help navigate the process. The Office of the Registrar - University Scheduling offers training (upon request) and live customer

service support during business hours to help users navigate the scheduling system. They have a bi-monthly meeting for heavy users of 25Live where they discuss new features, policies, and updates.

A few organizations on campus, such as the Dean of Students, offer students personal help and guidance for event management through one-on-one meetings. There are professional development training and seminars available to full-time staff on campus, but it is not necessarily event specific. It is up to each organization to educate and train their staff to manage events properly.

Facilities Management & Development offers campus partners the ability to rent tables, chairs, and trash bins. They provide their customers with rates sheets with all of the available equipment listed and also have delivery fees. Through Facilities Management & Development, event managers can also pay for the services of an electrician, carpenter, plumber, custodian, landscaper, and general laborer. Cal Poly also has a Zero Waste program available for events.

Classroom Technologies, through the Information Technology Services, offer the option to rent equipment for use at an event, but it can only be requested by faculty and staff. For a fee, they also provide delivery, set-up, and pick-up of equipment if they are available. Some of the services they offer are audio (microphones and speakers), video conferencing, video captioning, and laptop rentals.

Cal Poly is a large campus with limited parking, so parking is a critical component of an event from the customer's point of view. Cal Poly has a department dedicated to parking, as well as helping with event flow on and off campus. They also provide Community Service Officers (CSO) who are student staff that help with traffic

control, driving a safety escort van, event signage, walking escort, bike enforcement, and foot patrol when requested. Many event-related requests, such as the use of CSO's and reserving event parking, come with a fee regardless if it is a Cal Poly event or not.

As mentioned earlier in this chapter, CPC has a catering department for events on campus. Due to them being the only on-campus catering company, their services are beneficial for last-minute changes, and they have good knowledge of campus and the nuances of each building (e.g. knowing what buildings have sinks, easy access, and building hours). Campus Dining provides a zero-waste service in conjunction with the Zero-Waster Ambassador on campus. This service aims to minimize waste, especially in relation to food. They provide identifiable containers so attendees can put their trash in either landfill, compost, or recycle bins. Per CSU sustainability policy, Cal Poly must reduce per-capita landfill disposal 80 percent by the year 2020, then continue toward zero waste. This includes all waste produced on campus, including traditional recycling of cardboard, paper, bottles, and cans.

4.5 Event Communication

Cal Poly's event communication is based on relationships and personal contacts. Most organizations and event managers rely on email and phone calls to discuss event details. Several organizations have online forms or event management software, but the only centralized event software across campus is 25Live, which is used for scheduling and as a tool for workflow. All the other aspects of managing an event are left up to each department. Cal Poly offers employees access to the Microsoft Office 365 Suite, and that software is very popular with the staff. Event managers also use Google Docs, shared drives such as Cal Poly-sponsored OneDrive and others such as Dropbox, and forms to

communicate and share event-related information. CEP and ASI both use Social Tables for room diagrams and layouts. The Cal Poly ticketing office uses AudienceView for their ticketing needs, while others use popular online services like EventBrite. Slack and GroupMe are popular group messaging applications that help teams communicate if texting is not ideal or an option. Overall, there is no streamlined communication tool on campus outside of emailing and personal communication.

There is one group on campus that meets monthly to talk about sizeable campus events, and that is the Campus Event Management Team (CEMT). This is a group that discusses impactful events on campus. Most organizations planning events send at least one representative to discuss their events or to hear what is going on around campus. Based on the knowledge shared, the group acts as an advising body for event managers and works to identify a potential conflict between events, especially related to traffic and impact to campus resources. The Office of the Registrar - University Scheduling, Risk Management, Facilities Management & Development, Parking Services, and the UPD are all represented at the meeting as well. Sometimes sub-meetings are created to work out more details since the CEMT meetings are only once a month for an hour.

The closing chapter that follows discusses the findings, provides suggestions for the future of the event management process at Cal Poly, and identifies study limitations and potential future research topics related to this study.

CHAPTER 5

DISCUSSION

This chapter reviews the methodology, results, and discuss the discoveries in relation to the prior research that was completed. Limitations of this study and suggestions for the future of the event management process are also be discussed in this chapter. By completing an intrinsic case study, the event process on Cal Poly's campus was examined, and the four research questions were addressed and answered.

5.1 Summary

Events are a way to educate, network, and bring people and communities together. A college campus has its own community and events are vital to the students, faculty, staff, and guests of the college campus. The purpose of this study was to examine the structure of the event process on Cal Poly's campus. A comprehensive literature review was conducted to better understand the definition of an event and what it takes to manage one. An intrinsic case study method was used as a research tool to answer the four research questions.

Data were collected and analyzed using triangulation from three sources of information: documents, interviews, and participation research. Included in this data collection was information obtained by researching public information from websites such as local and federal government, Cal Poly, and other regulatory bodies associated with events.

Cal Poly hosts several different types of events, with most of them connected to students in one way or another. Several of these events are geared towards educating

students, bringing them together, or celebrating them. Some examples of these types of events are information sessions, town halls, career fairs, guest speakers, mixers, formals, orientations, concerts, cultural events, commencements, and receptions. With so many faculty and staff on campus, some events are geared towards them as well, such as luncheons, retirement parties, banquets, and holiday parties. External users typically have events such as conferences, information sessions, and clinics.

The Campus Administration Policy (CAP) is the central source of campus policies, guidelines, and regulations. Within these policies are event specific guidelines that cover money management, noise policy, alcohol use, crowd control, food service, free speech, commercial activities, and parking. Risk management is covered in the CAP but also has a department that helps guide event managers in making sure their event is meeting all the regulations and is appropriately insured. For events that need food, they can use Campus Dining or use a vendor from the approval catering list. Each organization on campus oversees managing and enforcing their policies, making sure they also align with the CAP. In some places, the CAP is vague, potentially on purpose, so organizations have a little bit of flexibility.

Events on campus are scheduled through 25Live and the Office of the Registrar - University Scheduling oversees this process. The planning of the event is solely up to the event manager and each organization needs to provide their own. The only organization on campus that someone can pay to have them help plan their event is CEP, and even then, certain aspects must be planned by the organization. There is not a centralized event management or planning organization on campus. The CEMT was originally created to bring stakeholders across campus together to discuss potential event-related impacts on

campus. The CEMT meets once a month and doesn't include all of the event managers on campus but it does help get many of the key stakeholders in the same room. The execution of an event is directly up to the organization planning the event. Some organizations such as the Performing Art Center and ASI offer some form of staffing and event services, but most other buildings on campus do not. All the decorating must be done by the event manager unless they procure a third-party vendor to do it.

The most popular forms of communication on campus are emails, phone calls, and in-person meetings. Some departments communicate with applications such as GroupMe or Slack, but those are only internal department communications, not with the rest of Cal Poly. 25Live has a feature where that can email out to someone, but overall, there is not any software or application that is solely being used to communicate.

In summary, Cal Poly hosts a wide variety of events, at a high volume. Campus policies are in line with many state and federal regulations but leave some flexibility for departments to set their policies and procedures. Most of all event scheduling goes through 25Live and the Office of the Registrar - University Scheduling has clear instructions on how to navigate the process. Communication on campus happens through traditional methods, such as email, phone calls, and meetings. The overall event management process is not centralized or streamlined for event managers on campus, but most seem to find a way to navigate the system successfully.

5.2 Discussion

Based on prior research from the review of literature and current findings from the methods of this case study, this section will cover the strengths and weaknesses found in Cal Poly's event management process. Each of the four research questions will be

addressed with the researcher's recommendations for each one. The overall structure of the event management process will be analyzed. The opinions in this section are solely those of the author and the limitations are covered at the end of this chapter.

Cal Poly does not lack a variety or volume of events. Based on the review of literature (Dowson & Bassett, 2015; Getz, 1997; Getz, & Page, 2016; Goldblatt, 2005; Quinn, 2013), Cal Poly hosts all the most common types of events, except for weddings and professional sporting events. Having so many different student groups helps with the variety of events offered. Each group can host events that cater to their group's individual needs. Cal Poly does host some private events, but not as many as a non-campus venue. This is a result of the priority scheduling going towards academic and student-related events. A concentrated effort was evident by Cal Poly's administration to incorporate inclusion into events and events offered.

What it is lacking on campus are event venues in general, especially larger ones. There are only a few venues that can host a performance with elaborate audiovisual needs, and only a handful of venues that can seat over 250 people. With the continued growth on campus, the current venues are getting over-burdened with events. While the campus has outdoor spaces, they are not equipped for events. Outdoor spaces need to have more power, more accessibility for people with disabilities, and flatter surfaces for tables and chairs.

Cal Poly's Campus Administrative Policies (CAP) is widely recognized and easy to find online. It covers all the central regulations that the review of literature uncovered, especially Risk Management. Quinn (2013) points out that risk management should actively seek to avoid, prevent, minimize, and manage risk, and Cal Poly does a thorough

job of this in their policies. Just as Silvers (2013) suggested, Cal Poly offers users a guide to evaluating risk before an event takes place. Goldblatt (2005) states that having robust ethical policies, such as pro-diversity and inclusion, pro-accessibility, and anti-harassment are critical, not only for the company's reputation but for the sustainability of the entire profession. Cal Poly lays out all their missions and goals in section 110, and they clearly define and align with the principles outlined by Goldblatt.

From an events perspective, some of the policies in CAP are vague and open to interpretation, which may or may not be on purpose. This gives event managers flexibility, but it also opens the potential for controversy. Phi et al. (2014) point out that problems occur when there are multiple actors, diverse perspectives, and conflicting interests. This can be seen at Cal Poly in the Time, Place, and Manner Guidelines from the CAP, section 141.3.2. It states that outdoor activities may take place with amplified music or speech between 7:00 am to 10:00 pm, Monday through Sunday. It does not elaborate specific decibel levels in or outside of those hours, so it is open to interpretation. Academic classes could argue the music is too loud, and the event manager could argue the music is not loud enough. Section 144.3 of the CAP, Costs and Fees, explains that users may be subject to a fee and/or require liability insurance or indemnity agreement. It does not state any reference to a minimum or maximum fee or any caps, so organizations can potentially charge whatever they would like. These are just examples, and each organization is asked to follow the campus mission and goals; so, if an organization is seen as out of line, campus administration would have the authority to correct their out-of-line actions. While some of the policies can be better defined for

events, overall campus policies are currently working to maintain a safe, fair, and friendly campus environment for event attendees.

Having a centralized scheduling system helps avoid confusion and double bookings. 25Live allows for the events calendar to be published online and within facilities. It also can be accessed anywhere from online, which helps event managers work remotely. The Office of the Registrar - University Scheduling has clearly laid out instructions for how to request venue use on campus. Each venue on campus has its own rules and regulations, which makes it hard for the Office of the Registrar - University Scheduling to keep up with due to there being over 100 buildings on campus. From an event manager's perspective, this could get confusing because some venues may allow food, and others may not. Some venues have different hours, staffing options, and available equipment. Having these options be the same for all buildings is not reasonable or practical, but managing how users find out these details is important. If the building managers do not update the Office of the Registrar - University Scheduling, the information in 25Live may be off, and that can cause confusion. 25Live is a robust application with many options, and because so many people use it, there are various levels of permissions and options available. Not all users understand the application or how to read it. One source of confusion is the way the software breaks down time frames. It is logical once the user understands it, but it is not easy to comprehend unless it is clearly explained to the event manager. There is an event time, a set-up and take-down time, and a pre-event and post-event time. The set-up time and take-down time is meant for the building manager to have time to do what they need to do to have the venue ready, which could be maintenance, cleaning, or staff setting up the room. The pre-and-post-

event is meant for the client (reserver) to have the time they need before and after their event to do what they need to do to set-up, such as decorating. The event time is just as it sounds, the time of the actual event. When glancing at the times in 25Live, the set-up and take-down times are combined with the pre and post event times. It is tricky for the user to understand when they actually have access to the venue. Not all venues use the system of pre and post event, and set-up and take-down because it is not necessary for them for various reasons. Again, this comes down to understanding the different venues' intricacies that can be confusing for someone who does not plan events often.

Academics is first in line for priority scheduling and that works well for academic departments and is naturally aligned with the mission and goals of the campus. Many of the event venues are shared with academics, so this becomes a problem for events because there is limited space. Having some event-only spaces on campus is critical to the growth of the campus and the success of future events. Having to juggle between events and academics is stressful for scheduling and stressful for the building managers.

The skillset of an event manager is critical to the success of an event (Beaulieu & Love, 2005; Robertson, 2015). Events are planned at Cal Poly by all ranges of skills and experience, from little to a lot. While there is an event planning guide available on the Office of the Registrar – University Scheduling website, it is meant to be a helpful tool, not an exact “how-to” book. Event managers on campus are not required to have any licenses or credentials, though in some roles it is preferred. Proper training is paramount for an event manager to be successful (Junek, Lockstone, & Mair, 2009; Landey, 2004). There is no specific training offered to event managers at Cal Poly; it is left up to each organization to train their event managers. This leaves a gap in experience of the

professionals managing events on campus. One benefit to the campus, however, is the existence of the well-established Experience Industry Management (EIM) academic department that has both an event planning and experience management concentration and an event planning and experience management minor. Students in this concentration or in the minor are naturally both interested in and possess varying degrees of knowledge (depending on where they are in the process) about events. Some of these students are employed by various entities across campus such as ASI, CEP, Athletics, and New Student & Transition Programs. In addition, graduates of this program are employed across campus in various event-related capacities (including the researcher). While the EIM department and its students and graduates are helpful to the campus, having a centralized event center that could help train and answer questions would be helpful to Cal Poly's campus and event managers. That way everyone would get the same message and information.

Typically, the people who plan events on campus are the same ones who help execute the event. As previously stated, there is no specific training to plan or execute an event at Cal Poly. Cal Poly lays out specific risk management plans in order to ensure a safe event, but it is up to the event manager to understand and follow those plans. In some venues, there is not much oversight the day of the event to make sure the event complies with the CAP. It is not feasible for every venue to offer a supervisor at every event. To account for this, there should be an easier way for a venue's manager, faculty, or staff to report event issues, such as venue users not following the CAP or venue rules. This same reporting system could be used by the venue's maintenance and janitorial crew who find evidence of misuse after an event. A database could be compiled with this

information to include the event title, hosting organization name and contact, person who requested the event in 25Live, event manager information, brief summary of event, and details regarding the issues. If this information was kept in a database, it would be easier to hold problematic events and their organizations accountable. If the issues are big enough, maybe campus officials would get involved. This database could help venue managers determine if they should approve or deny an event based on their history in other spaces on campus.

Several people interviewed suggested Facilities Management & Development is the department who currently keeps track of problems and issues with venue users. Unfortunately, Facilities Management & Development staff aren't present for every event and this level of oversight is not the purview of this department. Their main focus is the safety of all people and structures on campus, along with the cleanliness of facilities. They also work on making sure campus is in compliance with ADA and Fire Marshal regulations and they help to get permits approved. There are just too many events on a given day and they do not have an acceptable number of staff to complete this oversight responsibility. Facilities Management & Development is also responsible for the rental and delivery of event equipment and helping approve event plans. In other words, they have a lot on their plate. This is another reason why a centralized event center would be helpful. The event center could maintain the proposed reporting system and they could send people to check in on sizable, unique, or problematic events.

The most significant strength found in this study is the relationships built between event managers and event support staff. When people could not find an answer to something, there is always someone to call who could answer the question or send the

person to someone else who can help. There is a lot of interpersonal relationship building on campus, and the staff is very eager to help one another. Event managers rely heavily on emails, phone calls, and on-campus meetings. The part that sometimes lacked was making sure all the appropriate people were included and spreading the word about updates or issues related to events. When interviewing subjects, they were asked where they go for event-related questions, and it was common that most people answered they go to the events/project manager - facilities management and event operations, assistant director – Cal Poly events & parking, associate risk manager, and assistant registrar. It is clear that these individuals are extremely helpful in navigating the event process on campus, but if one of these people is not available, the event manager would not always know where to go next. Those interviewed said specifically that they called these individuals, which could mean they did not know other people in these departments. For the number of events that take place, there should be considerably more options or people available for event managers to get their answers. To be clear, there are more people that help on campus than these four listed; these were the four that were mentioned numerous times during interviews. Event managers knew they could go to these individuals for help, and they indicated that finding answers online was difficult. Through research for this case study, it was difficult to find answers online to event-related questions. Sometimes answers were buried deep in websites (more than three links from the main page), information was outdated, or information was not consistent. When trying to find federal and ADA regulations, it was difficult to find an easy answer.

Some attendees of the CEMT that meets once a month expressed that there wasn't enough time in the meetings to cover the details of all of the impactful events. Sometimes

adjunct groups and meetings are formed to work with events outside of the main meeting. In terms of campus-wide communication, there is not an organization that sends out event-related updates regularly. The Office of the Registrar - University Scheduling does send its users updates related to scheduling and sometimes policy changes related to events, which is helpful, but that also does not include all event managers. People can look at the calendar to see upcoming events, but that does not paint the full picture of what is happening on campus. One of the CEMT goals is to make sure campus does not get too congested with events, but sometimes events are scheduled and approved before the CEMT can even analyze them and other competing events that day. Again, this is where a centralized event center could help. This center could evaluate and approve events and forecast campus congestion. They could also oversee sending out event-related campus notifications, tips, and instructions.

Future research on campus should involve a needs assessment or satisfaction survey for event managers or anyone who works on an event. A different survey should go out to event attendees to get their experience with their event and navigating campus in general. There is also an obvious need for more event venue space. Having dedicated event-only space would be ideal, but shared space, as a large majority of the current buildings are, would work to. The newest facility on campus is the Oppenheimer Family Equine Center that opened in 2018. This is a complete 60,000-square-foot covered riding area, foaling barn, stallion barn and hay barn. It was funded by a \$20 million donation made to the College of Agriculture, Food and Environmental Sciences from longtime Cal Poly supporters Peter and Mary Beth Oppenheimer.

There are future projects in motion to either build or renovate current facilities that could lead to more space that could be used for events. Vista Grande Dining Facility has already started renovation and should finish in Fall of 2019. The new three-story dining complex will feature six micro-restaurants with exhibition-style cooking along with increased seating and lounge space. All of this will be encompassed in a modern building that boasts LEED certification for sustainable, resource-efficient design.

Construction started in May of 2019 for the Science and Agriculture Teaching and Research Complex. This new complex will support the educational priorities of a growing Cal Poly student and faculty population and serve to promote interdisciplinary communities. It will also provide research for undergraduate students and academic space. Plans include student collaboration areas, faculty and staff offices, shared conference and seminar rooms, and a mix of large to medium sized lecture halls and classroom spaces.

Construction is set to start in spring of 2019 for the JUSTIN and J. Lohr Center for Wine & Viticulture. When completed it will include a fully operational winery, meeting hall, and viticulture/enology/sensory labs. It will also be connected to a wastewater system capable of treating water for irrigation and sanitation uses.

The University Neighborhood, which includes the University Union building and plaza, and the Dining Complex, is set to be renovated in Fall of 2019. A major focus of this project is transforming the existing buildings and spaces in this area into a cohesive area. This project seeks to create a diverse downtown atmosphere that allows opportunity for more student life programming and offers more amenities on campus as student enrollment grows. The Dining Complex's mechanical systems will be upgraded, and the

building's layout will be redesigned to better accommodate the changing trends in dining and culinary offerings. Improvements to the University Union include the redesign of student lounge spaces and a renovation of Chumash Auditorium in order to maximize the opportunities for student space throughout the building. The Chumash Auditorium is one of few event-only venues on campus and will be upgraded with newer audio and visual equipment.

The Kennedy Library is proposed to have a renovation that will update the design of the library with increased usable space that will better accommodate the changing needs of the campus community into the future. The updated layout will improve the university's academic capacity and technology with new classrooms and study spaces. An exact date is yet to be determined.

This study also found other issues related to events that should be further investigated:

- Parking availability and prices may have a negative impact on attendees.
- Event policies seem reactionary versus proactive. There is an opinion that there needs to be more oversight and accountability for all events on and off campus.
- The Cal Poly directory is confusing. When the word "event" is searched, many people are listed, some having nothing to do with events. It is hard to tell whom to call if someone has an event-related question.
- Fraternities and sororities go through more checks and balances than most events, and they have more resources available for managing and executing

events on campus. Looking into their process in more detail could benefit other organizations.

- Attendance numbers in 25Live are only estimates by the requesting individual, but sometimes they turn out to be way off. Users can work the system by underestimating their numbers to reserve a space that has a small maximum capacity. Example, an event manager knows they are going to have 200 people, but they want a venue with a maximum capacity of 150, so they say only 125 people are attending. There is not a simple process for monitoring this and holding groups accountable, but it still may warrant future investigation.
- Stress is a considerable part of event management, typically more so than other jobs (Abson, 2017). More research and resources should go into the mental health of event managers on campus.

5.3 Limitations

The researcher attempted to remove any bias and personal history they have working with events on Cal Poly's campus. The researcher has worked at two different auxiliary departments on campus for over six years and went to school at Cal Poly for four years. In total, the researcher has spent over ten years on campus. While every attempt was made to remain objective, the researcher also recognizes that some bias may have unintentionally or subconsciously worked its way into the study. The findings of this research should not be used to generalize what happens on other college campuses; this research was specific to Cal Poly only.

5.4 Conclusion

Overall, the structure of the event management process on campus is stable, but it can improve. Events are happening every year in large numbers and mostly with limited to no significant issues, which is excellent from a risk management point of view. It is not known, however, how satisfied event managers or event attendees are with the process, and that is why a satisfaction survey is suggested.

The event management process at Cal Poly is not centrally structured. It relies heavily on individuals to communicate with each other to learn and plan events. It has many organizations working on providing event services, but these organizations are not always in line with each other. There needs to be a more precise and consistent process for events on campus that is more centralized. Continuing to integrate technology into the event management process at Cal Poly is crucial so event managers have the ability to do more things quickly and remotely, without having to rely on a paper process. There should be a way to post updates that are accessible by all appropriate parties without having to call or email them. The world of events is ever-changing, as is technology so staying up with trends could help efficiency on campus. It should not be left up to each organization to find these things out on their own; Cal Poly should be providing a service that helps all these organizations, which should save everyone time and money. This study found that organizations were not working in sync and had knowledge that was not shared or known to other organizations. While relationship building is key on campus and thriving, it does not necessarily equate to consistent event management practices.

Cal Poly should consider establishing a specific, designated organization that would help centralize the event management process. This organization could be in

charge of training event managers, monitoring the volume of events on campus at a given time, holding event managers accountable to following policies, and maintaining a website that would act as a hub for all event-related materials. There are gifted event managers on campus with a wide variety of skills and together make up a talented group of staff on campus. Bringing these people together to help build a better event management structure should be a goal of campus. The problem with that though is everyone could have a different agenda and finding a consensus could be tough. Having a non-biased, centralized event center could be the answer. This center could have a committee or group of staff that approve events and monitor policies based on an oath they take to uphold all goals and missions provided by Cal Poly. Having a more centralized system could save the University money by having a more efficient process. The time saved by event managers could add up quickly considering how many events there are on campus on a daily basis (an average of 110 events a day). The current decentralized process makes it so event managers have to hunt for information and often wait for answers. It takes a while to figure out the campus event management process, so training new event managers is a long process. Not only could it save time and money, but it could relieve some stress off of the event managers by having an organization they can call for a variety of answers. Having one organization do all of the event management process leg work and share it with everyone else could be a game changer for the way Cal Poly manages events.

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APPENDIX A

Personal Interview Questions

1. What type of events do you manage or work with?
2. Have you been trained on how to manage events on campus?
3. How do you reserve a space?
4. How much do you pay for reservations or various spaces?
5. Who supervises your events?
6. Where or whom do you go to for event-related questions?
7. What policies/procedures do you follow and where do you find them?
8. Who mandates your policies?
9. How do you know or learn about fire marshal regulations?
10. How do you know or learn about ADA and building code regulations?
11. How do you know or learn about risk management?
12. Who are your most common on-campus vendors/partners?
13. What off-campus vendors/partners do you use?
14. Do you get an update or email from Cal Poly regarding any updates regarding event-related policies?
15. What event-related meeting do you attend on campus?
16. What is your knowledge of the CEMT meeting?
17. What is the mode of communication you use for communicating your event needs and details?
18. What kind of software do you use in relation to event management?

APPENDIX B

Interviewees

Title	Organization
Assistant Athletic Director, Facilities & Event Operations	Cal Poly Athletics Department
Director, Patron Services & Campus Ticketing	Performing Arts Center and Cal Poly Athletics Department
Assistant Director, Student Clubs & Organizations	Dean of Students
Events/Project Manager	Facilities Management & Development
Conference & Event Coordinator	Conference and Event Planning
Assistant to the Dean & Student Analyst	College of Science and Mathematics
Student Event Planner	Alpha Omicron Pi
Executive Director & Associate Vice President of Commercial Services	Administration & Finance
Program Coordinator	New Student & Transition Programs
Assistant Coordinator – Facility Scheduling	Associated Students, Inc.
Coordinator – ASI Programs	Associated Students, Inc.
Assistant Registrar, University Scheduling	Office of the Registrar
Assistant Director, Parking & Events	University Police Department
Associate Risk Manager	Administration & Finance