

Goshen College Guidelines for Managing the Campus Calendar

Executive Summary

By request of the President's Council, the Master Calendar Committee has created guidelines to aid the campus in managing the events listed on the campus calendar. Various sources were used in developing guidelines in these five key areas. The purpose of the guidelines is to create a more coordinated event calendar, minimize the stress on service providers and to minimize audience fatigue.

- 1. Performance Venues – includes guidelines for how many events should be planned consecutively in the larger performance venues. These are generally the venues that attract the largest service resources and the largest audiences.**
- 2. Promotion for Events – A distinction was made between on-campus promotion and off-campus promotion with different understandings for each.**
- 3. Events scheduled on Holidays, Breaks and Sundays – Guidelines and understandings were established for each of these areas. The committee believes that these categories merit special consideration.**
- 4. Events involving Multiple Services – these events require more advance planning. This section provides a timeline for event planners to use in guiding their planning.**
- 5. Target Audience and number of events – This was the most difficult guideline to quantify. We are confident that implementation of some of the other guidelines will have a trickle-down effect here, but there are still some additional guidelines to consider.**

In addition, guidelines were developed for these areas:

- 1. Resolving date and service conflicts on proposed events. We've described the process, but ultimately if issues cannot be resolved otherwise, they would be resolved at the PC level.**
- 2. Conferences sponsored by a Goshen College Department. We feel these are generally larger in nature and use many GC services. For that reason, we are suggesting that special permission be granted for these conferences from the Dean's Office with the sponsoring department being required to submit a budget form in advance of requesting a date on the calendar. The budget would then be approved by Dean's office before we move forward with planning.**

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**Prepared by Master Calendar Committee
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Definitions

For the purposes of this document, an “event ” will be defined as:

- Any activity that is planned by a campus department for an intended campus community audience or off-campus audience. It includes student activities, concerts, lectures, movies, meetings, conferences, etc.
- It does not include committee meetings unless they involve more than 20 persons or are significant in nature.
- It does not include academic courses, but would include co-curricular activities associated with a class.
- It does not include external rentals. However, the rental schedules will be considered when determining the stress on service providers given our campus schedule.

Evaluation

By request of the President’s Council, the Master Calendar Committee has created the following guidelines to aid the campus in managing the events listed on the campus calendar. These guidelines have been informed by the following:

- ❖ Event Evaluations prepared by Event Planners for events held during the 2004-2005 academic year. Each event planner was asked to evaluate their events last year based on numerous factors including audience, revenue v. cost, planning time, etc.
- ❖ Analysis Event database managed by Conferences and Events for events held in 2004-05. OCE had a database of 894 events for 2004-05. This database provided a basis for a list of campus event planners, analyzing length of planning time, number of events, types of events, etc.
- ❖ Interviews with campus service providers. We interviewed persons in Public Relations, ITSMedia, Physical Plant and Conferences and Events for this purpose.
- ❖ Conversations with various President’s Council members about feedback they have received
- ❖ Conversation with other interested persons

Developing these guidelines was a very difficult task. Most events are generally good events—but not all events are good for the day they are proposed for various reasons. But if you’re the event planner, that’s a hard message to hear. Yet, if guidelines are not created, we have a calendar that is unmanaged and places the institution at risk for employee burnout, audience fatigue, and cost overruns.

One more comment about the guidelines. They are intended as guiding principles. There are very likely times when these guidelines would not be followed, but that should come after much consideration and conversation with those parties most closely affected and with Presidents Council. These guidelines should be reviewed at the end of the next academic year to determine whether any changes should be made.

Observations & Anecdotes

Based on the evaluations noted above, following are some general observations about events at Goshen College during 2004-05:

- ◆ There are many departments on campus that plan only one event per year.
- ◆ Approximately 46% of the events planned during 2004-05 were placed on the calendar 60 days or less prior to the event. This creates increased stress in all service departments, but also creates bigger risks for events that are not well planned.
- ◆ We have improved during 2004-05 in the stress placed on the ITSMedia department in terms of last minute requests and small setups that could be placed in a multi-media room.
- ◆ We increased the stress level on both Public Relations and the Production Manager during 2004-05. Both of these service providers reported a risk for burnout levels.
- ◆ There were reports of audience fatigue from our local community. Lots of good events to attend, but too many to choose from.
- ◆ Several students reported that they felt stressed on the evenings when there 3 or 4 things for them to attend. They went from one directly to the next.
- ◆ We don't think about rehearsals as being an event that will impact student schedules.
- ◆ Many educational events (Lectures, readings, etc.) are now moving toward **requiring** students to attend. Based on conversations, this would be different than even 5 years ago.
- ◆ Not including Athletic events: 57% of the events in 2004-05 happened over the weekend (Friday-20% / Saturday-23% / Sunday-14%). These events often require services from service providers.
- ◆ Fall semester represents a 40% event load; Spring semester 49%; and May term 11%, again not including athletic events.

Guidelines

We divided the guidelines into 5 categories. These are the 5 areas that we determined have the greatest impact on the calendar and the service providers.

1. Performance Venues –most of the larger events are held in these venues and these venues generally attract the most amount of services—media, production management, public relations, physical plant, and often food services.
 - ◆ Do not schedule more than 3 consecutive weekends with both Saturday and Sunday events that require services.
 - ◆ Do not schedule more than 2 consecutive weeks with Friday, Saturday, and Sunday events that require services.
 - ◆ Do not schedule more than 3 consecutive events in Sauder Hall
 - ◆ Do not schedule multiple large events on the **same day** in Sauder Hall with different setups (i.e. events scheduled in Sauder on PAS dates)
 - ◆ Do not schedule events requiring different setups in Sauder during the week prior to a GC large ensemble (or other event similar in nature requiring rehearsals) (i.e. Concerto Aria on Friday and Choir on Saturday or LJ on Saturday and CSA choirs on Sunday)
 - ◆ Rehearsals should be reserved at the same time as the event booking for accurate scheduling and to understand the full impact on the calendar.
2. Promotion for Events – the lack of a marketing plan for events has a domino effect. Not only is the public relations department affected, but printing / mailing, and saturation of mailings by our community members. Planning ahead allows Goshen College to have a more unified image to the community and allows for the best promotion of an event.

On-campus promotion

- ◆ No public relations department support should be needed for events that are only being promoted on-campus
- ◆ Do not schedule events less than 3 weeks from the event to a campus only audience. This allows for time to utilize the on-campus promotion tools like Faculty Staff Bulletin, Campus Communicator, Friday announcements, RECORD, Table toppers in the Dining Hall, etc.

Off-campus promotion

- ◆ Do not schedule events targeted to an off-campus audience less than 2 months prior to an event to allow for adequate promotion.
- ◆ Complete information must be submitted to Public Relations 8 weeks in advance for print pieces (posters, mailings, postcards, etc.).
- ◆ Complete information must be submitted to Public Relations 5 weeks in advance for press releases.
- ◆ No assistance from Public Relations will be available less than 2 weeks in advance of the date.

3. Events scheduled on Holidays, Breaks, and Sundays

Holidays

- ◆ No events will be scheduled requiring support (media, production, physical plant, conferences and events) on an official Goshen College paid holiday. Exceptions would be considered if no *potential* services would be needed. (i.e. College Cabin in the summer months, etc.)
- ◆ Planned events should be sensitive to other holidays or national observances (Maundy Thursday, 9/11, etc.)

Sundays

- ◆ *Minimize* events on Sunday that require assistance from service providers (no more than 2 per month or more than 2 consecutive Sundays)
- ◆ Do not schedule *heavy* 3-day weekends on consecutive weekends.
- ◆ When Sundays are necessary, ensure that Monday can be a day of rest for the service providers. Note: Most service providers are on a workweek that ends on a Sunday.

Breaks

- ◆ These are often good times to have external groups rent our facilities.
- ◆ Services may be reduced during these times because of reduced access to student labor
- ◆ Events planned during these times should expect to be billed at higher rates because of the increase of staff labor needed for missing student labor.

4. Multiple Services – events that use multiple services are often larger events and require more advance planning. These events should follow the same guidelines as noted above, but more careful attention should be given to how many of these events are scheduled consecutively. Engaging multiple services also requires coordination. In order to maximize coordination with other events on campus, deadlines for information must be secured. The following deadline for information must be followed in order to accomplish this coordination on campus. This timeline will be sent with each approved Event Registration Form from the

Office of Conferences and Events for reference to the Event Planner.

Deadline prior to event (Note: these are all minimums)	Description	Service Department
2 months	Event Registration Form processed and added to Event Calendar and space reserved.	OCE
8 weeks	Information supplied for off campus promotion requiring print pieces	Public Relations
5 weeks	Information supplied for off campus promotion requiring press releases	Public Relations
4 weeks	Plan for service providers involved	OCE
2 weeks	Plan for food providers	Sodexo
2 weeks	Performance Venue Planning Sheets due	PVPM
2 weeks	Requests for any Physical Plant needs	PP
2 weeks	Plan for audiovisual needs	ITSM
2 weeks	No unplanned services available from Public Relations prior to the event	Public Relations
10 days	Final counts for food providers due	Sodexo
7 days	Audiovisual requests and changes are considered a late request and subject to denial or extra charges	ITSM

5. Target Audience and number of events – This is a difficult guideline to quantify with our data. It has multiple facets and not much research to guide us. It is important to recognize that we are part of a small town community, not a large metropolitan area—so we must also be mindful of the impact of our activities on the community and visa versa. The implementation of some of the former principles will have a trickle down effect on this guideline. But we also suggest the following when considering the number of events to have in a given period of time:
- ◆ The suggested number of events providing opportunity for or requiring student participation in any given week shall take into account external academic commitments such as class attendance, final exams, etc. This includes practice, rehearsal and performance time."
 - ◆ Although we don't generally plan around athletic events, they should be considered when there are already 2 or more different sports on the schedule or at the end of the season when there is greater attendance at tournament events from the community.
 - ◆ Do not schedule multiple events of the same type within a two-week period around that date (one week on either side). i.e. public lecture by a nationally known speaker, instrumental performance, choir performance, theater performance, etc. This allows sensitivity to our community who also attend events at other local venues (Electric Brew,

High school concerts, LVDs, New World Center for the Arts, etc.)

- ◆ Do not schedule more events on dates where there are already 4 or more events of any type. Consider the impact of athletic events on these days as well.
- ◆ Have an awareness of other community activities that may be scheduled.

Resolving Date Conflicts on Proposed Events

There will be times when a proposed date for an event will not meet the guidelines as noted above or in the interest of managing the calendar, will be deemed inappropriate for the date proposed. Following are the steps for resolving that conflict:

1. Conferences and Events personnel will work with the applicant to find some alternate dates and/or strategies for the event based on the guidelines described above. This will generally be done in consultation with other affected event planners and/or service providers.
2. If the applicant does not agree with these suggestions, the following action may be taken:
 - ◆ For date issues – The applicant may appeal to their respective VP; Conferences and Events personnel will send information to those VPs regarding the guidelines affected. The decision of the VPs will be final.
 - ◆ For service issues – The applicant and the service department may mutually appeal to their supervisors, and move up the line in this fashion if necessary. Ultimately, if necessary, the final decision will be made by the Provost.

Conferences Sponsored by a Goshen College Department

Conferences are a benefit to our campus and to our academic curriculum. They also generally require multiple campus services and often bring many external persons to our campus. For these reasons it is important that these are planned well in advance, project the best image of Goshen College and are managed well. Because conferences generally require more advance marketing strategies, these events may need to be scheduled more than a year in advance. It is also important that the Dean's office be aware of these academic conferences at the earliest opportunity, so the campus calendar can reflect these initiatives. To ensure strategic planning we suggest the following guidelines for planning academic conferences:

1. A conference budget form be completed by the sponsoring department and sent to the Dean's Office. The sponsoring department may choose to work with the Conference and Event Office in completing this form for accuracy of budget numbers.
2. With the Dean's Office approval, this form is then returned to the sponsoring department and a copy sent to the Conference and Events office to begin searching for an appropriate date.
3. The sponsoring department completes an Event Registration Form to request a specific date.

4. This form is processed through normal channels.
5. The sponsoring organization and Conference and Events office work together to engage multiple service providers, ensure there is a marketing plan, and make sure the deadlines for service providers is communicated clearly.