

CCSU EVENT MANAGEMENT

ACTION & TRANSITION PLAN *PROGRESS REPORT*

JULY 12, 2019

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Taskforce on Events Report

The following pages include a revised Taskforce on Events Report, in which final recommendations were submitted on December 17, 2018.

TASK FORCE ON EVENTS

Date: December 17, 2018

Memorandum

To: Dr. Zulma R. Toro, President

From: Task Force on Events

Submitted by: Lisa Marie Bigelow, Chair



Subj: Final Recommendations

Dear President Toro,

The Task Force on Events, charged with making recommendations on how the University could streamline processes to ensure a sustainable, effective, and cost-sensitive model of events management, has concluded its work. In addition to the preliminary recommendations submitted to you on September 12, 2018 we are submitting our final recommendations to you.

We have focused our work on the following four major areas:

- Organizational structure/staffing
- Facilities: Available facilities/Unique facilities/Facilities Planning
- Fiscal sustainability/revenue generation
- Identification of related and supporting services to enhance event programming

From May 2018 to present, the Task Force on Events has met twenty times and spent countless hours reviewing materials and formulating our recommendations. During the course of our work, we benefitted tremendously from detailed conversations with a number of individuals, including Dr. Scott McKenna, Director of Operational Logistics and Event Management, Otis Mamed, recently-retired Student Center Director, Kathy Poirier, Interim Student Center Director, Dr. Peter Troiano, Interim Vice President for Student Affairs, Chief Financial Officer Charlene Casamento, Prof. Scott Bartley, Chair of the Theatre Department, Michael Ansarra, Senior Associate Athletic Director, Scott Kazar, Recreation Specialist, Scott Hazan, Director of Student Activities and Leadership Development, Dr. Christopher Galligan, Vice President for Institutional Advancement, Sal Cintorino, Interim Chief Facilities Officer, Joseph Connell, Assistant Director of Facilities Management, and Jean Alicandro, Director of Residence Life. In all cases, the individuals were engaging and expressed a desire to work collaboratively across campus to streamline and improve processes related to event management.

We understand that you have already initiated action regarding the following four preliminary recommendations submitted to you in September (see Attachment A):

Recommendation 1: The Task Force recommended that a formal and exhaustive inventory of all campus space be undertaken by the end of Spring 2019 by Facilities Management, in consultation with other departments, as needed, such as the Media Center. Such an inventory should include all indoor spaces that could accommodate a group of 6 or more and all discreet outdoor spaces (e.g., Student Center Circle, Davidson Hall Courtyard, Seven Centuries Courtyard, etc.) that could accommodate a gathering of 20 or

more. This should include a full, detailed description including capacity, layout options, environmental features, tech/AV capabilities, and other amenities in each location. The inventory should include all meeting spaces within office suites and/or departments (e.g., Dean's conference rooms) and that a process to allow departments with existing conference space to exempt their space from use by any other constituency be developed and implemented.

Recommendation 2: The Task Force sees an opportunity to reduce both risk and cost by migrating to EMS Campus. However, since factors beyond the scope of our charge and expertise need to be considered, we recommended that the Provost, Interim Vice President for Student Affairs, and the Chief Information Officer be tasked with reviewing our concurrent use of EMS Enterprise and AdAstra and making a determination whether to initiate a conversion to EMS Campus or maintain the *status quo*. If the latter, we further recommended that formal procedures be established to ensure all information in AdAstra is loaded into EMS Enterprise in a consistent and timely manner.

Recommendation 3: The Task Force recommended that Intercollege Athletics and Recreation be required to enter complete event information (for both athletic competitions and team practice sessions) into the EMS system in a timely and thorough manner so that master calendaring is accurate, enabling usage of athletic facilities for intramural and recreational programs or rental of athletic facilities by external clients.

Recommendation 4: The Task Force recommended that the Provost, Dean of the College of Liberal Arts and Social Sciences, and Chair of the Theatre Department review the current prohibition of using special effects in theatrical productions within the context of academic freedom, the Theatre program's learning outcomes, and the strategic planning goal of maintaining academic excellence. If the decision is made to resume productions with special effects, we recommended Prof. Bartley work with the Interim Chief Facilities Officer (Sal Cintorino) and former Assistant to the President for Safety (Bernie Sullivan) to determine how to appropriately staff theatre facilities when special effects are being used.

What follows builds upon the yet-to-be-addressed preliminary recommendations and forms our final recommendations.

ORGANIZATIONAL STRUCTURE/STAFFING

Under the current organizational structure, a number of campus departments (including Operational Logistics & Events, Student Center Operations, Residence Life, Registrar's Office, Institute for Business and Technology Development, Intercollegiate Athletics, Recreation, and several academic departments) and at least four separate divisions of the university have some role in scheduling facilities and planning events (see Exhibit A). In addition, a myriad of personnel maintain or schedule quasi-public spaces located within their departments. The existence of two separate offices (Event Management and Student Center Operations) each with its primary mission related to events planning, causes confusion among clients, both on- and off-campus. Collectively, across the university more than 15 full-time and 75 part-time personnel have some direct role in booking or executing campus events. Considering the related and supporting offices that also have a role in campus events (e.g., Media Center, Information Technology, Fiscal Affairs, Campus Police, Facilities, Sodexo etc.) the number of campus personnel involved in campus event management nears 200. The goal of the Task Force, as charged by you, is to recommend an agile organizational structure, optimal staffing level, and client-friendly event booking process that utilizes effectively the available resources to enhance the campus event experience, while maintaining fidelity to our mission and supporting the emerging Strategic Plan.

The Task Force believes that there are opportunities to better align events management with current institutional goals, including increased community engagement and generating new sources of revenue while staying true to the quality co-curricular experience we strive to deliver to our students. Based on our conversations with the major stakeholders, the experiences of most members of the Task Force, and our review of the written policies and practices

currently in place across the University, we have concluded that users find the current organizational structure confusing and often inefficient. This results in inconsistent quality and service levels. We recommend the creation of a system that goes beyond meeting basic events programming needs. This new system should support making CCSU a welcoming and accessible campus for our own community as well as the many communities we seek to serve. This observation should not be construed as criticism of any of the individuals employed in any of the relevant areas; the deficiencies we are addressing in these recommendations are structural in nature, and largely the consequence of years of inequitable distribution of resources, varying management styles, different institutional priorities, *ad hoc* personnel actions and policy decisions, and a general lack of integrated strategic planning.

We believe one of the main contributors to the problems of the current structure is the existence of two major campus departments charged with all aspects of event planning, each responsible for specific facilities and outdoor spaces. From the outset, this causes client confusion as to which one of the two roughly parallel paths to follow. Some clients, especially those who require multiple campus venues for the same event, must travel on *both* paths.

Recommendation 5: The Task Force recommends (a) expansion of the scope and charge of the Student Center to include comprehensive campus-wide events planning; and (b) revising the title from “Director of the Student Center” to “Director of University Events and Student Center Operations,” (subsequently referred to as UESCO) or something similar, to convey the expanded scope. During his meeting with the Task Force, Dr. Troiano affirmed that events management with a strong focus on providing student leadership and development opportunities is a central tenet of Student Affairs divisions across the country and one that he supports. This was substantiated by the Committee, which looked to other institutions of higher education similar to ours for models of best practice.

The newly-expanded office would have exclusive scheduling oversight of all campus facilities, both indoor and outdoor, on the main campus and at the downtown campus, except for the unique facilities expressly addressed elsewhere in these preliminary recommendations. All full-time staff in Student Center Operations would become part of the new organizational structure. Full-time support staff of the Event Management Office (currently one full-time Processing Technician (Sue Kelly), one University Assistant (Maureen Miano Toce) would be reassigned to UESCO.

A second contributor to the inconsistent quality of the event planning and execution experience is the heavy reliance on full-time, non-permanent student personnel (Co-Op students.) On the positive side, this provides significant opportunities for student employment, which contributes to retention efforts. However, it also requires a significant investment in training, caused in part by high turn-over rates. This directly impacts the client experience.

Recommendation 6: The Task Force recommends consolidation of the Discretionary Personal Services (DPS) budgets of Event Management and Student Center Operations and establishment of a new baseline for the number and type of part-time positions (University Assistant, Student Worker, Grad Assistant, and Co-Op) be established for UESCO.

The Task Force reaffirms that on-campus student employment is critical for the development, retention, and economic success of our students and any organizational structure that emerges should provide an opportunity for a significant number of students to be employed. However, there appears to be an opportunity to find a better balance among full- and part-time personnel. This may lie in redirecting a portion of the part-time personnel budget and a percentage of facility fee income to fund new full-time positions. We expect an increase in the number of full-time personnel dedicated to event management will provide stability and consistency and allow the newly organized structure to support campus-wide events management and Student Center operations to achieve a level of customer service not attainable under the current structure.

Recommendation 7: Increase the number of full-time staff members assigned to UESCO by utilizing resources previously earmarked for DPS in both Event Management and Student Center Operations and potentially reassigning personnel currently assigned to supporting and related offices.

Recommendation 8: At minimum, the Task Force recommends that UESCO employ three full-time Event Coordinators (two existing positions and one new position) each assigned to work with one of three separate client bases, each with unique needs: student clubs and organizations, external clients, and internal clients. Members of the Task Force felt strongly that these coordinator positions be occupied by full-time personnel, thereby providing continuity, the ability to leverage training and expertise, and offering a level of professionalism that part-time student personnel are not able to provide.

Recommendation 9: The Task Force recommends creation of a new position – Assistant Director, Marketing and Communications for University Events. The primary responsibilities of this position would be to (1) develop, maintain, and promote a single master calendar for campus events; (2) to provide consistent outreach and updates to the campus, promoting campus events via the Master Calendar; (3) to drive event revenue by marketing campus facilities to external constituents; and (4) to develop and maintain an interactive website of all rentable campus spaces (e.g., a website complete with 360-degree photos/videos of each space, a detailed description of each space, current rate sheet, food service menu, and the ability for users to submit an initial request to secure campus space for an event.) The incumbent would also take prospective clients on campus tours, work with the Chief Financial Officer to ensure that fee schedules are regularly reviewed and updated to reflect rising costs, maintain quality assurance systems and ensure that policy revisions are communicated and adhered to.

Recommendation 10: Promotion of on campus events seems to remain a challenge. We recommend that the newly created Assistant Director, Marketing and Communications for University Events help event coordinators by increasing the prominence of the Master Calendar on campus. This includes having the Master Calendar as the exclusive means for people to learn about what is happening on campus, having this person be the liaison to the CCSU Webmaster, and working with the webmaster to give the Master Calendar more space on the University's website.

Recommendation 10a: Related to the promotion of events is competition of events. Event planners are now essentially booking their events “blind” to whatever other major events may be happening on the same day. The Task Force recommends that the Event Coordinators enhance efforts to educate event planners about other pending and confirmed events taking place on the same day (or in the same week) so that event planners can take this information into consideration when selecting the date(s) of their event.

See Exhibit B for proposed organizational chart. See Exhibit C for the projected fiscal impact of the proposed organizational chart.

AVAILABLE FACILITIES

The Task Force has determined that no single, comprehensive list of indoor and outdoor spaces exists. Inventories housed in EMS Enterprise and AdAstra include venues that have historically been reserved through those software platforms. Records maintained by Facilities Management include indoor spaces only. Quasi-public spaces, such as conference rooms within deans' suites, are maintained at the department-level. Some spaces, such as lobbies, are not included on any inventory other than building blueprints. The inventories that do exist are incomplete and/or outdated. A recommendation for conducting an inventory of all campus space was included in our preliminary recommendations and we understand you have initiated the review we recommended.

UNIQUE FACILITIES

The Task Force identified the following categories of space as having a uniqueness that required special consideration:

- Academic classrooms and laboratories
- Athletic venues
- Recreation facilities
- Performing arts venues
- Residence halls
- ITBD/Downtown Campus

Academic Classroom and Laboratories

Presently, the Office of the Registrar has primary responsibilities for scheduling classrooms and laboratories and uses the AdAstra software platform to schedule classes and labs as well as the system's predictive capabilities to support the dynamic, mission-critical needs of Academic Affairs. The Task Force reaffirms the need for the Registrar's Office to retain primary control of classrooms and labs to ensure that the University's essential operating needs are met, in the most effective and efficient manner.

CCSU is presently using EMS Enterprise to schedule non-academic spaces and AdAstra to schedule academic spaces. The Task Force identified two weaknesses caused by using two scheduling systems: (1) Health & Safety: Using two separate systems to schedule space means that two separate systems would need to be accessed in the event of a catastrophic event (e.g., active shooter). This is due to the fact that AdAstra shows the academic and non-academic use of academic facilities in a particular building at a particular time, only a subset of these activities is also shown in EMS Enterprise. While the systems do shadow one another to some extent, shadow scheduling is done on an *ad hoc* basis and cannot be relied upon in the event of an emergency. (2) Cost: Each system has its own maintenance costs.

We understand you have initiated action on the preliminary recommendation we submitted which was aimed at addressing the use of parallel systems, which has both cost and safety implications.

Athletic Venues

The Task Force recognizes the unique needs of the University's intercollegiate athletics program and reaffirms that the Department of Intercollegiate Athletics should continue to be the primary office responsible for scheduling athletic venues for NCAA sporting events, making recommendations to the CFO regarding rates and discounts, and providing approved rates to UESCO for publishing on the University's website.

The Task Force fully reviewed the Memorandum of Understanding currently in place between Athletics and the University (dated July 9, 2002) which addressed the restructuring of Athletics' financial arrangement with the University. It also explored the rental of athletic venues for non-NCAA use and associated revenue and maintenance costs. Paragraph 7 of that MOU, which we assume is still in effect, states "All athletics-related facility rental fees will be retained by Athletics." We assume, but cannot state with certainty, that the recently convened Task Force on the Sustainability of the Blue Devil Athletics Program, reviewed this MOU when it evaluated the Athletic budget model. We further assume that that financial model endorsed by the Task Force on Sustainability of the Blue Devil Athletics program relies, in part, on athletic facility rental income. The Task Force on Events is concerned that athletic facility rental income is not treated like rental income for other campus facilities and under normal circumstances would have recommended that this rental income go, along with all other rental income, to a centralized Banner index. However, we do not wish to interfere with the prior Athletics Task Force's recommendations.

Recommendation 11: The Task Force on Events recommends that the July 2002 MOU between CCSU and the Athletics Program be looked at carefully and either be rescinded completely or revised to include the terms of agreements reached as a result of the work of the Task Force on the Sustainability of the Blue Devil Athletics Program. We further recommend that Intercollegiate Athletics begin to explore other opportunities

for replacing facility rental income in their budget model so that over time the University may consider treating the rental of athletic facilities for non-NCAA use in the same manner as income derived from the rental of all other campus facilities.

Recommendation 12: As noted later in this document, see Recommendation 24, we recommend that the Athletic department establish a current rate schedule, publish it on the designated University website along with the rates for all other campus facilities, and establish a schedule for periodic review of their rate sheet.

The Task Force is concerned about the long-term maintenance of athletics facilities given the lack of clear policies and procedures concerning the scheduling and cost of major improvements and emergency repairs of Athletics facilities. We received conflicting information when we spoke to Michael Ansarra, Senior Associate Athletic Director, and Sal Cintonino, Interim Chief Facilities Officer.

Recommendation 13: The Task Force recommends that the current Facilities Management liaison to Athletics (Joseph Connell) continue to work closely with Athletics on scheduling and integrating athletic facility maintenance into existing facilities management responsibilities and that the University review how to address the fiscal implications of athletic facility maintenance costs. We recommend that a documented plan be put in place to ensure maintenance and repairs are not neglected in order to avoid health and safety issues or loss of rental income.

Recreational Facilities

We understand that limitations in the Memorandum of Understanding pertaining to the CJ Huang Recreation Center may limit renting recreational space by off-campus or other on-campus clients. It may subsequently be determined that the outdoor recreation field and meeting rooms and non-recreational spaces in the CJ Huang Recreation Center be available for use by outside parties. If that comes to fruition, we recommend that those reservations be managed by the director of the Recreation Center and entered in EMS. Because this facility is not yet online, the Task Force feels it does not have sufficient information to make recommendations regarding the scheduling and use of the C.J. Huang Recreation Center.

Performing Arts Venues

CCSU has several performing arts venues with unique needs, including Welte Auditorium, Torp Theatre, Dance Education Center, and Black Box Theatre. The technical needs (e.g., lighting, sound, set construction, special effects etc.) associated with the majority of the events held in these facilities distinguish them from other venues on campus. Recent events in the Black Box Theatre and current staffing levels at our sister campuses demonstrate how critically important it is for the university to ensure that these facilities and their use are compliant with all health & safety regulations and overseen by highly knowledgeable and technically skilled personnel trained specifically for their safe use.

Recommendation 14: The Task Force recommends that the general oversight of use of the performing arts facilities listed above be outside the scope of UESCO and put under the exclusive management of a senior-level administrator with appropriate knowledge and technical expertise. To that end, we recommend reclassification and reassignment of Scott McKenna, consistent with all provisions of the SUOAF Collective Bargaining Agreement, to SUOAF position of the same or greater rank. There is a similar Admin VI job description currently in use at Southern Connecticut State University. (See Exhibit D for a copy of the job description for the Director of the Lyman Center for the Performing Arts/Special Events.). We recommend he report to the Interim Chief Facilities Officer, but that care be taken to ensure the focus of his position be the performing arts venues, much like Joseph Connell's position in Facilities Management is dedicated to the Athletics program. We further recommend that his current job description be carefully and thoughtfully dismantled, reassigning the event management-related duties to UESCO, the facilities-related responsibilities to Facilities Management, and the miscellaneous responsibilities to the area most closely associated with those functions (e.g., assign event-related parking and crowd control responsibilities to Campus Public Safety.)

Recommendation 14: The Task Force feels strongly that UESCO be the sole office responsible for booking all non-athletic campus events, preparing the resulting contracts and billing for the event. We therefore recommend that the performing arts venues be booked and billed by UESCO, even though they will be under the general oversight of Scott McKenna.

Recommendation 15: Given the scope of his talents and depth of his expertise, we recommend that Scott McKenna be a resource, as needed, to the planning and delivery of signature University events, such as Commencements, and other high-priority and high-visibility events.

During the course of the Task Force's conversation with Theatre Department Chair Scott Bartley, Prof. Bartley discussed at length the fact that, per a directive from the Chief Administrative Officer Richard Bachoo, the Theatre Department could no longer produce shows that included special effects (e.g., rain, smoke, fog, etc.). This was due to the fact that such special effects required the physical presence of the University's one and only Fire Marshall [REDACTED]

[REDACTED]. Prof. Bartley indicated that not only did this put a limitation on the shows selected for performance but, denied Theatre students an important learning opportunity, particularly for those preparing for technical or performing careers in theatre. Members of the Task Force saw this administrative limitation's impact on curriculum and academic freedom to be significant. Prof. Bartley cited numerous alternatives to having the University Fire Marshall physically present at all theatre performances involving special effects, including having University Environmental Health & Safety and/or other personnel appropriately trained to staff theatre events including special effects.

We understand that you have already taken action on our preliminary recommendation that the use of special effects by the theatre department be reviewed and, if possible, reinstated.

Residence Halls

The Task Force reaffirms that the Department of Residence Life continue to have primary and exclusive responsibility for the scheduling and oversight of our residence halls during the regular academic year. However, the Task Force sees a potential for increasing revenue by increasing conference programming during the Summer months.

Director of Residence Life Jean Alicandro reported to the Task Force that each Fall semester Residence Life engages in conversations with Facilities Management about what capital projects will occur the following summer. She noted, however, that final decisions are not made until May 1. While existing summer conference clients receive residence hall booking confirmations prior to May 1, new client reservations are not confirmed until after May 1. This timeline does not support a plan for increasing summer conference revenue, since it is reasonable to expect that any entity organizing a residential conference would want to receive confirmation of availability of space much sooner.

Recommendation 16: The Task Force recommends that a multi-year plan for residence hall capital projects be planned to allow for advance planning of summer conference events.

Recommendation 17: Consistent with the multi-year capital projects timeline, Residence Life, working with the CFO and UESCO should develop a multi-year rate schedule which contains competitive pricing and differentiated pricing based on the amenities available in each residence hall.

Summer conferencing is an add-on responsibility to the Office of Residence Life. With a majority of the full-time professional staff in Residence Life being residence hall directors on ten month contracts (Summers off), support of summer conferencing often falls on 12-month Residence Life staff who would otherwise be thoughtfully engaged with other Resident Life responsibilities including improving processes, updating policies, programming, and making health & safety improvements, while at the same time developing strategies and participating in University-wide events aimed at increasing the number of residential students. To address this conflict between planning for the

increased regular business while also supporting secondary uses of residential facilities, some college campuses use a “turnkey” approach and assign summer conferencing responsibilities to an office like UESCO.

Recommendation 18: CCSU should explore piloting a “turnkey approach” for two residence halls in Summer 2020.

Institute for Technology and Business Development (ITBD)/Downtown Campus

The downtown campus located at 185 Main Street, New Britain, was at one point occupied exclusively by ITBD and ITBD’s self-supporting financial model relied heavily on the building to generate rent and programming revenue. As campus space needs and other conditions have changed, more University offices have been relocated to the downtown campus and that has put pressure on the ITBD’s financial model. The current plan to relocate Charter Oak State College to floors 1 and 2 of the downtown campus will further erode the ITBD’s ability to generate revenue based on the rental of physical space. At the same time, the space and scheduling needs of the broader campus community continue to grow, forcing space options to be carefully considered.

During conversations with Vice President Galligan, members of the Task Force learned that ITBD’s business model is being re-evaluated and the proposed model will not rely on space rental to meet its operational or fiscal needs.

Recommendation 19: We recommend that the Institute for Technology and Business Development be relieved of responsibility for scheduling facilities at 185 Main Street, recognizing that this action would also mean they would no longer receive the resulting revenue. Rental space available at 185 Main Street would be added to the general inventory of bookable space on campus and be reserved and supported by UESCO. ITBD would essentially become a client of UESCO when they needed to reserve space to carry out ITBD training or other events. Fees would be charged according to the to-be-developed fee schedule.

FACILITIES PLANNING

The Task Force noted that the current membership of the Facilities Planning Committee (FPC) does not include functional-level representation of any office tasked with scheduling campus events. The success and sustainability of any organizational structure charged with generating revenue through campus events management is dependent upon (1) the availability of facilities and (2) the aesthetic, technological, and environmental conditions present in those facilities. This can only occur if the campus office charged with campus events management has a formal channel of communication with the Facilities Planning Committee.

Recommendation 20: The Task Force recommends that the membership of the FPC be expanded to include the Director of University Events and Student Center Operations (or designee) to ensure that future capital project decisions (including new construction and renovations) take UESCO needs into consideration as well as provide a timely flow of information between Facilities Management and UESCO related to facilities changes such as venues going off-line.

FISCAL SUSTAINABILITY/REVENUE GENERATION

Throughout the course of our work, it became abundantly clear that six main issues work against responsiveness, cohesiveness, desired customer service levels, and fiscal sustainability in the area of event management: (1) the current duplicative, decentralized approach makes it difficult, if not impossible, to plan resources effectively and achieve economy of scale given the wide array of Banner indexes, spread across the university, that receive event-related revenue and support event-related expenses; (2) rental fees are not transparent and pricing structures are outdated and have not been benchmarked against prevailing rates at similar entities with similar conferencing facilities; (3) no substantial, organized efforts are being made to market CCSU as a host destination; (4) the current decentralized approach is not agile, leading to missed opportunities; (5) the granting of waivers has been generous, subjective, and inconsistent across the departments managing campus events; and (6) the removal of the “campus sponsorship” requirement promulgated with the approval of Board Resolution #06-69 (see Exhibit E) was apparently never

communicated to all effected offices; as a result, numerous campus offices are serving as event sponsors (automatically qualifying the event for fee waivers) for events actually sponsored by entities that should be paying facility fees.

Recommendation 21: The Task Force recommends, with the exception of the Athletic facility income addressed earlier, consolidation of all event management functions, offices, and Banner indexes into a single administrative structure and Banner index so that all revenue and all related expenses can be monitored and managed effectively.

Recommendation 22: The Task Force recommends that UESCO, after receiving the facility inventory from Facilities Management, develop competitive rental fees for all campus facilities and publish these rates, to be reviewed biennially or at some other pre-determined interval.

[REDACTED]

Recommendation 23: The Task Force recommends that UESCO, working in close collaboration with the CFO, establish associated labor rates for all services that support event management to ensure that full cost recovery occurs through the billing process. Current labor rates for police, fire marshall, and technicians, and other labor have apparently not been reviewed or revised in years, despite the fact that collective bargaining raises and increases in the fringe rate and minimum wage have occurred.

Recommendation 24: The need for a comprehensive fee schedule with graduated rates based on client-type was discussed and fee schedules/models in place at other institutions were reviewed. The Task Force recommends that the newly created UESCO office develop a comprehensive fee schedule for each bookable campus facility, with separate rates for: (1) on-campus departments and offices; (2) student clubs and organizations; (3) affiliated community organizations/non-government organizations (NGO); (4) unaffiliated community organizations/NGOs; (5) for-profit entities (e.g., companies and corporations), and (6) government entities (state, municipal and federal.) The term “affiliated community organizations” referred to those organizations which are actively engaged with CCSU’s Office of Community Engagement, which the Task Force recommends be the central and sole office tasked with identifying the organizations that would qualify for this discounted rate.

Recommendation 24a: During the course of our work, the Task Force learned that no consistent criteria for what constitutes an official “community partner” of CCSU exist. The above recommendation that community partners receive a discount is predicated on the assumption that some level of mutually beneficial programming is occurring between the organization and CCSU students, faculty, and staff. The Task Force recommends that the Office of Community Engagement develop and apply criteria for selecting the community partners listed on their website. This may also enhance opportunities to deepen community engagement efforts as we seek to extend our Carnegie classification as a community engaged institution.

Recommendation 25: We recommend immediate communication of the Board Resolution #06-69 (which removed the need for an on-campus sponsor for off-campus entities booking campus facilities) to all affected parties, including the transmittal of a clear policy statement to all campus departments outlining when it is permissible to be an event sponsor and when it is not.

Recommendation 26: Under current practice, a facility fee is charged to any on-campus if the sponsor is selling tickets to the event. This includes theatre performance. Given the connection between the performance and the Theatre department learning objectives, the Task Force likened a performance to a lab experience. Based on this association, the Task Force is recommending that the Theater Department be

afforded a blanket facility fee waiver, regardless of whether or not they are charging an admission fee for a student performance.

The ability for clients to plan ahead has a direct impact on facility reservation and, thus, the facility fee revenue generated. At the same time, the University must position itself to respond to opportunities to host high-visibility events which may arise quickly leaving little lead-time to plan.

Recommendation 27: The Task Force recommends implementation of a hierarchy that provides guidance on how far in advance certain types of events may be booked. For example, signature university events such as Orientation and Commencement should take precedence over all other events and facility bookings may extend out many years in advance. Student clubs and organizations and University departments that sponsor recurring events should also be allowed to book out several years in advance. See Exhibit F for the Davis Center Space Reservation Principles. The Task Force recommends that UESCO develop similar guidelines for CCSU.

Waivers and Discounts

The topic of waivers and discounts came up frequently during the course of our work. Waivers such as the substantial food order waiver and community partner waiver and discounts such as the subsequent day use discount, have been in place for decades. Investigation into the basis for these waivers yielded no relevant policy statements, leaving the Task Force to conclude that while granting these waivers has been a long-standing practice, it is not based on any contractual requirements or policy statements.

Recommendation 28: The Task Force recommends that the Chief Financial Officer have exclusive authority to grant facility fee waivers for all events, including Athletics.

Recommendation 29: Clients booking an event that involves a “substantial” food order have historically been granted a facility fee waiver. This is not codified in the food service agreement with Sodexo, nor is it covered in any other recent written document that the Task Force could locate. In the absence of written guidance, what constitutes “substantial” is left to individual interpretation. This practice appears to date back as far as the work of the last official task force on events (circa 1989.) The Task Force recommends that the “substantial food order” waiver, or any similar discount, be abolished and those facilities fees be treated separate and apart from any food orders placed for an event.

Recommendation 30: The Task Force reviewed the subsequent day waiver policy, which it found to be quite generous and also long-standing without periodic review to determine fiscal impact of the policy on revenue streams. Again, the Task Force found little written information as to how or when the current subsequent day discounts were determined. The Task Force recommends discontinuing the subsequent day discount since use of the space still requires a certain level of support and service, even if the renting entity has been on campus multiple days.

We reiterate that the Task Force recommends that Athletics continue to be able to set its own rates and grant its own discounts.

RELATED AND SUPPORTING SERVICES TO ENHANCE EVENT PROGRAMMING

Sodexo Food Service

Several issues related to food service were raised repeatedly throughout the Task Force’s review. Four main issues surfaced: cost, timeliness of deliveries, food quality/quantity, and qualifications of specialized staff. Across the board,

the cost of food services in comparison to the quality, was deemed to be unreasonably high. Of equal concern were numerous instances of food service deliveries arriving after the specified delivery time, often adding additional stress to event hosts. Organizers of large-scale events desire Sodexo to engage in additional contingency planning efforts, enabling them to respond appropriately if actual demand exceeds expected demand. A few examples of times when Sodexo “bartenders” had no knowledge about tending bar came to light during our review. Similar to our respect for the work of the Task Force on the Sustainability of Blue Devil Athletics, the Task Force on Events respects the work of the Task Force on Food Service, and assumes that these same issues were uncovered during their work. We mention these issues here for emphasis, with a general recommendation that these issues be addressed with Sodexo management, possibly at the regional level.

Recommendation 31: The Task Force also sought out policy documents that addressed the practice of requiring a food order when spaces in Memorial Hall, including the Connecticut Dining Room, the Constitution Room, and the President’s Dining Room, are booked. No written policy documents could be found, nor is this “requirement” included in the contract with Sodexo. The Task Force understands that catering on campus is an important aspect of Sodexo’s operation and provides a benefit to the University. The Task Force also recognizes that there are limited spaces that could accommodate a sit-down or banquet meal on campus, however given how difficult it can be to book a facility on campus and diminishing departmental resources, we recommend that these spaces are made available without a catering requirement if they have not been booked twenty-one “21” calendar days in advance.

Signage

How event signage is ordered, produced and installed was reviewed. This continues to be a point at which communication routinely breaks down. Event signage is often of poor physical quality (particularly subject to inclement weather), placed in odd locations, placed at the last minute, taken down well after an event has ended, and at times, the title of the event shown on the sign deviates significantly from the actual title of the event, which may confuse event attendees. This may occur because of the limited space in a particular field of the EMS booking system, but nonetheless is a matter that needs to be addressed.

Recommendation 32: Upon consolidation of two event management offices into one, decisions need to be made about how and where appropriate signage can be produced, building any costs into the overall event management model. One option may be to engage the services of the Computer Electronic and Graphics Technology Department, which has knowledge, skills and equipment that could be applied to this ongoing challenge.

Parking

Currently, the office of Event Management serves as a liaison to the Police Department with regard to parking for all events, whether they are managed by Event Management or Student Center Operations.

Recommendation 33: The Task Force recommends that responsibility for coordinating event parking be assigned to the Campus Police, however the Task Force further recommends that they continue to communicate with event coordinators via the EMS software. Any event with more than 50 external guests on a Monday through Friday, should require approval from the Director of UESCO. Friday and weekend dates would not require any additional approval.

Media Services/Video Production

The Media Center provides supporting services to events held on campus, in the form of video production. Video services will also be required to capture 360 degree video of rentable space on campus for presentation on the website used to market CCSU as an event host.

Recommendation 34: The Task Force recommends that the comprehensive fee structure include an appropriate hourly rate for video production services and that these costs be recovered to the Media Center to enhance funding available for equipment purchases.

Credit Card Payments

The current practice only allows for payments by external clients in the form of cash or check, making it difficult for clients outside of the local area to provide the required deposit.

Recommendation 35: The Task Force recommends that UESCO accept online payments by credit card for external clients.

Stakeholder Survey

The Task Force developed a stakeholder survey at the outset of its work, but as more thought was put into it, this survey should emanate from the newly created office, as it is the entity that will be hiring and training staff and developing policies and procedures that guide its work. The survey is presented in Exhibit G. It is hoped this can form the basis of a survey sent out to on- and off-campus clients in the early days of the newly created office.

Closing

Members of the Task Force quickly realized the scope of work expected of this Task Force was far greater than initially expected. We originally thought we had the time and talent to conduct the research and write the policies that we have recommended above. As unforeseen issues were brought to our attention and the work of the Task Force continued, we realized that many of the policies and procedures needed to sustain a cost-effective model for events management should emanate from the department that will ultimately be tasked with (and evaluated on) executing them and that those policies and procedures should be organic to that department. It is at that point that we focused our effort on recommending what policies and procedures needed to be revised or written. We hope that our work will enable you to move forward with a plan for consolidating events management on campus and will enable the University to pursue a more cost-effective strategy in the area of event-related cost recovery and revenue generation.

[END]

Taskforce on Events Report Actions

Executive Committee Actions

Revised April 23, 2019

Recommendation 1:

A formal and exhaustive inventory of each campus space.

S. Cintorino reported that Facilities has completed this recommendation, and a large inventory of spaces has been created and shared.

Action: Approved and complete.

Recommendation 2:

Converting to EMS Campus vs. AdAstra and EMS Enterprise.

G. Claffey reported that IT has done a deeper dive into both systems in an attempt to understand the strengths and weaknesses of each. There will be a transition period of about two years to move the data over and work out the necessary kinks. In the meantime, IT will continue to develop its understanding of EMS Campus.

Action: Pending further discussion with G. Claffey.

Recommendation 3:

Athletics and Recreation must enter events into EMS in a timely manner.

C. Galligan confirmed that there is a system in place to change the human behavior and create more consistency in Athletics regarding this issue.

Action: Approved. C. Galligan and M. Jasek will be responsible for this recommendation, and they will include G. Claffey in on the discussion.

Recommendation 4:

Review current prohibition of the use of special effects in theatrical productions.

D. Dauwalder stated that there has been no progress on this recommendation to date. Z. Toro then asked D. Dauwalder to provide her with a progress report in 15 days. S. Cintorino noted that he reached out to the fire department and has made some headway.

Action: Complete – memo sent early February.

Recommendation 5:

Expand Student Center charge to include campus-wide event planning.

Z. Toro asked A. Suski-Lenczewski, M. Jasek, C. Galligan, C. Casamento and S. Cintorino to develop a new organizational chart for the centralized Events department that will 1) adequately provide one-stop shopping, and 2) generate revenue for the University. The group will provide the Committee with a draft org chart by March 22nd.

Action: M. Jasek will oversee draft of new org chart, which is due by May 1st.

Recommendation 6:

Consolidation of DPS budgets of Event Management and Student Center Operations and establishment of a new baseline for the number and type of part-time positions.

Action: M. Jasek and C. Casamento will complete by the end of July.

Recommendation 7:

Increase full-time staff members assigned to UESCO by utilizing resources previously earmarked for DPS.

Action: Upon completion of org chart, M. Jasek will work with A. Suski-Lenczewski. Deadline – June 1st.

Recommendation 8:

Employ three full-time Event Coordinators.

Action: Upon completion of org chart, M. Jasek will work with A. Suski-Lenczewski. Deadline – June 1st.

Recommendation 9:

Creation of a new position – Assistant Director, Marketing and Communications for University Events.

Action: Upon completion of org chart, M. Jasek will work with A. Suski-Lenczewski. Deadline – June 1st.

Recommendation 10:

Increase prominence of Master Calendar on campus.

Members agreed that the Master Calendar should be utilized on a campus-wide level to eliminate scheduling issues.

Action: Approved. S. Cintorino will provide information regarding the facilities calendar.

Recommendation 11:

Consider rescinding or revising July 2002 MOU between CCSU and Athletics Program.

Z. Toro asked C. Casamento, S. Cintorino and C. Galligan to meet and review the document, compare the current revenue generated by athletics and the expenses paid by Athletics and Facilities respectively, and to provide the Committee with a recommendation.

Action: Approved and MOU being revised. S. Cintorino and C. Galligan will meet with Brian and provide the final recommendation by April 30th.

Recommendation 12:

Establish a current rate schedule for Athletics and other campus facilities.

Z. Toro asked C. Casamento, C. Galligan and S. Cintorino to develop a proposal for updating the rates for all facilities, including the process for updating rates, accepting deposits, holding dates, and granting discounts or waivers. The proposal should also include information on conferences, as well as which individuals will have the authority to grant waivers.

Action: Approved. C. Casamento will provide new rate schedule by May 15th, which will go into effect July 1st.

Recommendation 13:

Joseph Connell to continue to work closely with Athletics/create documented plan for Athletics to ensure maintenance and repairs.

S. Cintorino and C. Galligan met with the athletic director to discuss the breakdown of expenses for Athletics and Facilities. All parties are currently working together to change the MOU and develop a new agreement.

Action: Approved. Awaiting new agreement. S. Cintorino and C. Galligan will provide an update by April 30th deadline.

Recommendation 14:

Reclassification and reassignment of Scott McKenna.

Members agreed to approve Scott's reassignment ONLY. Scott and Mailroom will move under S. Cintorino; Copy Center will be reassigned.

Action: S. Cintorino will develop new job description by July 1st.

Recommendation 15:

Scott McKenna as a resource for signature University events.

Action: Approved. S. Cintorino will develop new job description by July 1st.

Recommendation 16:

Multi-year plan for residence hall capital projects.

S. Cintorino confirmed that a multi-year plan for residence hall capital projects is already in place to allow for advance planning of summer conference events.

Action: Approved and in place.

Recommendation 17:

Develop multi-year rate schedule.

C. Casamento reported that there is currently a process for determining a rate schedule for the residence halls; however the BOR does not approve rate increases on a multi-year basis.

Action: A collaborative approach between Finance, Residence Life and UESCO will be necessary to ensure the correct rates are being charged. M. Jasek and C. Casamento will be in charge of this recommendation, which will not be in place until August 1st.

Recommendation 18:

Pilot a turnkey approach to residence halls.

Committee members supported the turnkey approach pilot, in which UESCO would oversee the rental of residence halls for the summer, as long as there is collaboration and open communication with Residence Life throughout the process.

Action: Approved. M. Jasek will be responsible for completing by August 1st.

Recommendation 19:

UESCO to support ITBD facilities.

The transition plan will be effective May 1st.

Action: Approved. C. Galligan will speak to G. Claffey about backing up all ITBD data.

Recommendation 20:

Expand membership of the FPC to include the Director of University Events and Student Center Operations.

Action: Approved. S. Cintorino will complete by July 1st.

Recommendation 24/24a:

Develop a comprehensive fee schedule for each bookable campus facility.

C. Casamento stated that all rate categories must comply with IRS tax codes, which is a fairly complicated process.

Action: C. Casamento will provide new fee schedule to ExComm by May 15th; she will then suggest a data gathering process by June 15th. If approved, both will be in place by July 1st.

Recommendation 25:

Immediate communication of the Board Resolution #06-69, which removed the need for an on-campus sponsor for off-campus entities.

C. Casamento recommended putting a process in place before communicating this change. C. Casamento will email Kathy and Scott for more information on the current sponsorship process.

Action: C. Casamento will complete by June 15th.

Recommendation 26:

Charging a facility fee for theater performances.

Several members were confused by this recommendation because the document doesn't specify which venue is in question (Black Box or Welte). Z. Toro noted that it seems unfair to charge the Theater department a facilities fee for performances that are directly related to academics.

Committee members agreed that more research must be done here. C. Casamento will contact L. Bigelow to confirm which venue the recommendation is referring to.

Action: C. Casamento will provide an update by May 1st.

Recommendation 27:

Implementation of a hierarchy that provides guidance on how far in advance certain types of events may be booked.

Action: Upon completion of org chart, M. Jasek will be responsible for completion by August 15th.

Recommendation 28:

Chief Financial Officer will have exclusive authority to grant facility fee waivers for all events, including Athletics.

The Committee agreed that as a general rule there would be no fee waivers for Athletics, and any exceptions would go to C. Casamento.

Action: Approved. In place on March 20th.

Recommendation 29:

Abolish “substantial food order waiver.”

Committee members agreed with this recommendation, stating that this waiver should be abolished immediately and effective for any contract that has not yet been deposited.

Action: Approved. In place on March 20th.

Recommendation 30:

Discontinue the subsequent day discount.

Committee members unanimously agreed to discontinue this discount.

Action: Approved. In place on March 20th.

Recommendation 31:

Remove food order requirement for Memorial Hall spaces.

Committee members expressed concern that removing the food order requirement may cause groups to book these rooms unnecessarily. Z. Toro agreed and suggested the booking requirements be modified and made slightly more flexible. She asked M. Jasek to look into revising this requirement.

Action: Requirement will be revised, rather than removed. M. Jasek will provide more information by April 30th.

Recommendation 32:

Production of signage for Event Management Office.

Action: S. Cintorino will oversee completion of this recommendation by July 1st.

Recommendation 33:

Assign Campus Police to Event Parking.

C. Casamento suggested speaking to Campus Police regarding their current event parking responsibilities, as it seems they are doing this already. Committee members agreed that more research must be done to determine how much additional work this will generate for the police, as well as what the cost will be.

Action: C. Casamento will provide an update by May 1st.

Recommendation 34:

Hourly rate for video production services.

A proposal is currently being developed and conversations with the Media Center have taken place; however it is unclear whether there are any standard internal or external rates for these services. C. Galligan will continue to work with the Media Center on this.

Action: Approved. C. Galligan to complete by July 1st. C. Casamento will request Middlesex production rates and send to C. Galligan.

Recommendation 35:

Accept online payments by credit card for external clients.

Members agreed with this recommendation. C. Casamento will speak with G. Claffey regarding creating a portal for online credit card payments.

Action: Approved. M. Jasek will follow up with Cathy. Deadline to complete is July 1st.

Event Management Transition Plan

Revisions

June 6, 2019

June 24, 2019

July 9, 2019

Scope:

As per the recommendations of the Taskforce on Events all reservation for space other than classes should be managed through one office. After discussion within Executive Committee, it was decided to move all aspects of event reservation; this includes: reservations, logistics, coordination of catering and billing, under the Student Center.

Vision:

To establish a one-stop shop for requesting a reservation for all people. Central Reservation Office will coordinate all aspects of the reservation including food, room setup, audio and video needs, coordination of catering and on-site coordinators.

Division of Duties:

Student Center (Central Reservation Office)

- Will take all reservations for any re-servable space owned by CCSU. The reservation includes date, time, location of space, main contact, food/catering and any special request needed such as a/v or set up.
- Coordinate the catering for events which have food as part of the reservation.
- Central Reservation Office will take reservations for all spaces with the exception of athletic fields, athletic courts, swimming pool, and recreation facilities.
- Once open, the Central Reservation Office will take and oversee reservations for Huang Recreation Center and ensure appropriate staffing.
- Coordinate services for events where advanced technical support staff is required.
- Responsible for collecting specific data on the CCSU Event Request Form to facilitate decision making on which rates should be charged and its impact on tax exempt bond compliance and tax liability.
- Contracts with a third party vendor when there is requested equipment which the university does not own.
- Create final bill and send it to the client and track payments.

Facilities Management

- Provide recommendation regarding technical equipment for events as identified as having an advanced technical need.
- Provide services as requested by Central Reservation Offices for events taking place in Founders Hall, Torp Theater, and Welte Auditorium, Black Box, Arute Stadium, Detrick Gymnasium and tented venues.

- Provide services as requested by Central Reservation Office for Presidential events such as convocation and commencement.
- Manage Downtown Campus including retail spaces minus the taking of reservations and submitting final billing.

Financial Division

- Utilize the information collected on the CCSU Event Request Form during the reservation process to determine if events are taxable.
- Works with the Director of the Student Center to determine the following years rates.

Staffing:

- The proposed organizational chart for the Student Center is included below.
- Sue Kelly and a determined number of student employees from Event Management will move under the Student Center. This move will take place no later than August 1.
- University Assistant to move to Central Reservation Office to fill needed areas to meet the needs of the reservation one-stop shop.
- A new position of Assistant Director Conference Services and Marketing (SUOAF-AFSCME 3) will be created and filled (Estimated cost is \$128,000)
 - Solicit and secure reservations for external businesses to use CCSU facilities for their event needs.
 - Create marketing materials related to Conference Services and Building Operations.
 - Establish a web presence on Social Media for Conference Services and support one for Building Operations.
 - Generate revenue through external reservations.
- Assistant Director Catering Services (SUOAF-AFSCME 3 Estimated cost is \$128,000) **(DELAYED)**
 - Provide the menu selections of a reservation to Dining Services and review the request to ensure Dining Services is aware of all request (standard menu, special dietary needs...).
 - Provides quality control of the food by making sure the food is out on time, enough food is available, the full menu is present and the food is cleaned up at an appropriate time.
 - Ensure consistency of dining services is excellent for every event regardless of the event.

Student Center Organizational Chart

