

Learning to Manage events at Southern Utah University

With Mindy Benson

A Capstone Project submitted to Southern Utah University in partial fulfillment of the  
requirements for the degree of

Master of Arts in Professional Communication

September 2018

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I certify that we have read this thesis and that, in our opinion, it is satisfactory in scope and quality as a thesis for the degree of Master of Professional Communication

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### **Abstract**

In Fall semester of 2017, I decided I wanted to take Mindy Benson's event management class which would start January of 2018. This required getting new experience in a type of communication in which I was not familiar: event planning. I helped plan, prepare, and host different events throughout the semester with the help of Mindy Benson and other interns forming an event planning committee. This paper includes the work I did in 2018 with the Piano Guys Concert, Founders Week, Commencement Week, and the Summer Games Opening Ceremonies. Each task I accomplished required gaining a new skill set, and this project includes the knowledge I learned from planning events.

### **Acknowledgements**

I would like to thank my chair Art Challis who was patient with me while finishing this Capstone project. He has been one of my mentors throughout my undergraduate degree and continuing into finishing my Masters. My family has been very supportive to me in pursuing a graduate degree. I would also like to thank Mindy Benson for her patience with me as a brand new intern. Kelli Griffin has also been a big help in training me and helping me with any assignments I had, making sure I was able to finish them to the best of my ability. I could not have done this event internship without any of the other interns as well as the staff in the Alumni and Community Relations Department. All of these events could not have been pulled off without them. I am grateful for the opportunity I had to be a part of the department as an intern and learn how to manage and plan events.

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## Introduction

“Events have long played an important role in human society” (Shone & Parry, 2004, p. 2). Seeing people enjoy an event that you have helped put together is one of the greatest feelings ever. When I was young, I always enjoyed seeing my dad happy and enjoying something whether it was food, a movie, or an event. I later realized that I liked to help creating someone else’s happiness. This is why I love hosting parties and dinners at my house with my friends here at college. As I started to realize this, I wanted to become more informed about planning and managing events. I decided to work as one of Mindy Benson’s interns with the department of Alumni and Community Relations at Southern Utah University.

This capstone includes my experience as an event planning intern and what I learned. Each event was a different experience, and I took on a different assignment. The events I focused on included the Piano Guys concert, the Scholarship Luncheon, Fan Fests, Founder’s Week, Commencement Week, and the Summer Games Opening Ceremonies.

As I took on different assignments and roles in the events, I was able to learn more about what responsibilities are needed for planning an event. With the patience of Mindy Benson and Kelli Griffin, I was able to learn from their event planning experience and gain knowledge. The other interns were also a big help. I learned that event planning is hard with just one person; it takes a team to have a successful event. There is no way I could have planned and put together these large events on my own.

My main goal for this internship project was to learn about how to plan and manage events, but I came with other goals to have success in this field. I wrote about the successes of each event and what could have improved or gone better. This would be found in my journal in Appendix A. As this was my first experience with event management, I decided to create an

explanation list of different assignment which is found in Appendix B. Another important part of event planning is learning how to create a production schedule, and I included a few production schedules of the events in Appendix C. This internship helped me learn what it takes to plan events in the future, and gave me a new experience to build my resume.

Southern Utah University holds many events, but there are different departments over certain events. The different departments can determine how many students attend the events because of the reputation from their past events. Alumni and Community Relations is the department in charge of some of the bigger events not only just for students but also involves the local Cedar City community as well as alumni of SUU. In order to make these events worth the cost, there needs to be people who buy tickets to the event and also donate to the college. When planning for a concert, there is a lot of thought that goes into deciding who to invite to sing. The singer needs to be within a certain budget, have a recognizable name, but also have enough people interested in buying the tickets so the concert was worth the cost. All events take some consideration into how they will benefit the community as well as the University. Cedar City is known to be the Festival City, and Alumni and Community Relations through SUU helps create the image. Events are used to help gain retention of the students, but also to build up the community and gain their trust since they are in a college town. There needs to be a good connection with the local community, and their support and donations are also beneficial as trust is gained.

Shone & Parry (2004) mention that events are not always about the money, but there are social benefits to certain celebrations. "Friendship and good neighborliness" can also be a part of an event (Shone & Parry, 2004, p. 35). Events bring people together including the community. Southern Utah University wants to make the community feel like a part of the college.

Trust can be gained by hosting events that benefit them. Benefits can be measured by the event management and planning, use of conflict management and problem solving, loyalty, and branding. When looking at these through the social exchange theory, cognitive dissonance

theory, communication accommodation theory, and uses and gratification theory, there is a better understanding of how to make a beneficial and successful event.

### *Event Management and Planning*

Being able to manage events means planning for the event and the unexpected to happen. This may also include knowing how to please the attendees and control or usher the crowd. Abbott and Geddie (2000) discuss the difference between crowd management and crowd control. Being able to control the crowd is making sure there are ushers to keep the crowd moving. Crowd management is when the crowd may start to “behave in a disorderly or dangerous manner” (Abbott & Geddie, 2000, p. 1). Security personnel is needed in case of potential problems with the crowd.

Part of event planning is understanding what will motivate people to attend the event. Getz has done multiple studies on festivals and events, but specifically has been interested in what motivates people to attend specific events. In Getz (1991) study, he used Maslow’s hierarchy of needs to understand how the motivation may be dependent on social and psychological needs. Getz (2012) decided that there needs to be a new theory developed to better understand the motivation behind the events people choose including what events, why that event, and how the event affects them.

Derrett (2003) used festivals to better understand how the sense of place and community can influence event attendance. The place matters to the community because certain spots may have an emotional attachment for the community; however, the place needs to have significant beauty to also bring in tourists. A festival can become a cultural part of the community as they can “demonstrate the popular definitions of a sense of community through offering connections, belonging, support, empowerment, participation, and safety” (Derrett, 2003, p. 4).

Golblatt (1997) uses four pillars to describe event management success. These include time, finance, technology, and human resources. Damm (2012) describes the importance of these four pillars. Time is needed to be considered by making sure there is enough time to prepare and plan for the event, the use of time is effective, and if the amount of time planning and preparing for the event was worth it. When planning events, a budget is usually set which means making sure the budget was used effectively. Check to make sure the use of the budget was put in the right place for the event. How much money was spent on advertising, food, entertainment, and decorations? Finding sponsors can also help with finances for events. The use of technology can influence an audience. Did the technology run smoothly? Was there a dress rehearsal to check sounds and videos? Make sure the use of technology is entertaining for the audience. Human resources include the people planning the event. This could be the set up crew, technicians, volunteers, event managers, sponsors and more. Did all the people know their responsibilities for the event? What could change to make the event run better? These four pillars can determine how to measure the success of events and help influence planning in the future.

### *Conflict Management and Resolution*

In any organization, there is bound to be conflict. Being able to understand how to manage and resolve conflict will benefit any group of people working together. When planning events, the planning committee comes together to try to host the best celebration they can; however, there can be conflict within the planning committee and even during the event with some of the attendees of the event.

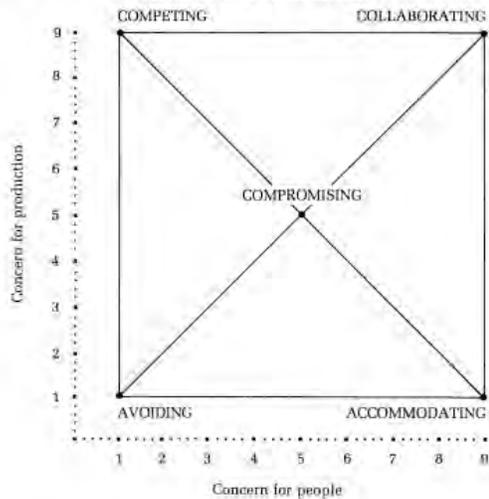
Thomas (1992) talks about how some researchers make the definition of conflict complex and not specific. As he has studied conflict, he tried to narrow down what conflict includes. The

definition of conflict he uses is “the process which begins when one party perceives that another has frustrated, or is about to frustrate, some concern of his” (Thomas, 1992, p. 1).

Many theorists doing studies on conflict discuss the five styles of conflict management. Van de Vliert & Kabanoff (1990) talk about the managerial grid created by Blake and Mouton (1964). This grid is used to describe these five conflict styles which are competing, collaborating, avoiding, accommodating, and compromising. When looking at the grid, the styles are shown in how people may have a higher or lower concern for both people and production. The best style of conflict management for an event planning group would be collaborating because it has the highest concern for people and production and is not only

concerned about just people or just the production.

**FIGURE 1**  
Theoretical Interrelations Among Five Styles of Conflict Management in Terms of Two Dimensions



After understanding more about conflict and the different styles, being able to resolve conflict helps the organization work better together. De Dreu, Evers, Beersma, Kluwer, & Nauta (2001) discuss the importance of managing interpersonal conflict in the workplace. When a team or organization are able to manage conflict, they become more effective. Tjosvold (1998) adds to this idea by mentioning how two people with different goals can positively link their goals

together. This happens because they “understand that others’ goal attainment helps them” (Tjosvold, 1998, p. 288). When looking at events, the planning group has the same outcome goal because they want to pull off an event that pleases the consumers. If the group recognizes they all have the same goal, each individual goal to get to that outcome becomes less important.

There will still be a need to manage conflict, but according to Eliason (2014) resolving conflict does not mean there needs to be a confrontation with the individual. “If we always agree, one of us is unnecessary...If we always disagree, both of us are unnecessary” (Eliason, 2014, p. 1). Conflict helps progress an organization; therefore, understanding how to resolve conflict with other individuals in the planning committee matters.

### *Problem Solving*

Mangrum, Fairley, and Wieder (2001) studied the use of problem solving in a company. They decided that collaborative problem solving is the best in a work environment to make sure all employees are pleased. Face to face interactions make it easier to use collaborative problem solving to resolve any conflicts in the workplace.

Newell & Simon (1972) found in their study when putting two students together, collaboration did not come naturally. Collaboration meant that they had to talk with each other and work out any problems they may have. When being able to talk with each other and also listen, they were able to come to a shared knowledge that helped them to solve any problems that occurred which made it easier for the students to work together.

Problem solving is needed in event management, but as we learned from the different conflict styles, collaboration is the most beneficial for both sides. Learning to develop a more collaborative style to deal with conflict will not only help the conflict, but also make it easier to solve problems with each other that may occur with an event.

*Loyalty, Symbolism, and Branding*

Southern Utah University's events run off of the loyalty gained from previous students, current students, and even the community. This loyalty is gained by having satisfied customers when they come to events and customer service leading up to the events. The Alumni and Community Relations department host meetings for the local houses around campus to come and voice concerns and try to build trust with them.

According to Thomas (2011) gaining loyalty from students means building a good reputation with satisfied students. With loyal students, you start to get "positive word of mouth communication and retention" (p. 183). Student satisfaction is the most important way to gain student loyalty. This can be by having good staff, but good events can also influence the atmosphere of the college and how the students feel about their social life. If the college provides an atmosphere for students to make friends and be social, they are more likely to be satisfied with their experience.

Brown & Mazzarol (2009) also found that satisfaction is one of the most important parts of gaining loyalty. They also found that when "student-customers are being offered something that they wish to buy, at a quality they feel is acceptable," they are more likely to have a successful university (p. 91).

Gwinner & Eaton (1999) did a study on how brand image can gain more sponsorships. They wanted to better understand if branding could help an event gain more sponsors. The brand image of events will make an impact on the consumers if the event meets or exceeds expectations.

*Social Exchange Theory*

The Social Exchange Theory is when someone begins to measure the rewards versus the costs. Murdvee (2009) created a diagram that explains the social exchange theory and how people will terminate relationships if they feel the costs are not beneficial to the rewards. This can apply to events when people may feel displeased from the outcomes of the event and will not attend another one. Use of this theory can help better understand gaining loyalty to SUU events.

Cook, Cheshire, Rice & Nakagawa (2013) uses the view that social life influences social exchange. People choose things that will benefit their social status and influence. This shows that people may choose to go to certain events if they feel it will boost their social status. People want to go to the popular events and may even choose to go to events because their friends are going. If a person perceives benefits from the event, they will have a positive attitude.

#### *Cognitive Dissonance Theory*

Festinger (1962) came up with the term cognitive dissonance which is feeling uncomfortable because there is an argument in your head about if something is good or bad. People do not like feeling this dissonance, and they try to reduce any dissonance. Oshikawa (1969) gave a good definition of what can cause dissonance. He uses three ways. "After making an important and difficult decision, after being coerced to say or do something which is contrary to private attitudes, opinions, or beliefs, and after being exposed to discrepant information" (Oshikawa, 1969, p. 44). When event planning, dissonance occurs when trying to plan an event and decide between different options for the event.

Oshikawa (1969) specifically studied how consumers feel about certain products. When they feel forced to buy a product they did not want, they have dissonance and are not satisfied. Advertising can be used to reduce this dissonance when a consumer purchases a product and it ends up being good quality. They realize if they do not like the product, they can change the

brand or return the item. The dissonance happens when the consumer feels they spent a lot of money on something that they cannot return or exchange. When looking at this from an event perspective, if the consumer bought a ticket to a concert, and it did not fit their expectation, they will have dissonance about purchasing another ticket hosted by the same group. This puts pressure on the event planners to make sure that customers are happy with the event outcome and services.

Bawa & Kansal (2008) used cognitive dissonance with marketing and understanding the use of services performed for consumers. They wanted to better understand how services can influence cognitive dissonance in consumers and how to reduce any cognitive dissonance that may occur. Advertisements of services were also used to know how consumers reacted and if the advertisement minimized or maximized the dissonance of a service performed. This can relate to events when hiring people to help with services of an event. Services at an event can include catering, performing, and ushering.

#### *Communication Accommodation Theory*

As a person who is managing events, there is a need to accommodate to the needs of the guests, performers, and others involved. While learning to please people, this theory comes into play. Chevalier, Watson, Barras, and Cottrell (2017) study how the attitude of patients changes as the pharmacist either accommodates their needs or not. They wanted to know how well the pharmacists could communicate with their patients and if accommodation made the patient happier.

Giles and Baker (2008) discuss how people adjust the way they communicate or interact socially with others to try and reduce any social distance that may occur. They studied how different speakers may use convergence or divergence when meeting with an audience.

Convergence speakers had a more positive reaction from the audience than someone who refuses to change their speech to accommodate the audience. Another focus of the study was understanding how communication may happen between different cultures, genders, media, and groups.

### *Uses and Gratification Theory*

Ruggiero (2000) wrote an article explaining how the uses and gratifications theory can be used for studies and is an accurate theory. There were many theorists that felt this theory was not correct and Thomas used many studies in this article to show how he was in support of the theory. The uses and gratification theory is typically used to study mass media, but can be used to understand how to keep a bigger audience. Many studies have been done to understand what type of radio and television shows, newspapers, and other mediums have bigger audiences and how they hold onto that audience. This theory can be used to understand how the audience of an event uses the media.

The uses and gratification theory can affect what type of entertainment audiences are wanting. What are consumers wanting in an event to satisfy their social needs? This can include specific entertainment, social acceptability, and keeping audience member's attention. Witmer and Singer (1998) discuss the idea of presence. This can include an individual's presence at an event. Audience members need to feel involved and immersed in the event. When they feel these things, they experience a presence and can give them a higher energy and stimulus flow. A person likes to feel involved and immersed in events and make sure the event satisfies their needs.

Not only is there a focus on the consumer's needs, but making sure the event benefits the organization or person hosting the event. After events, the committee can get together to discuss

what went well and what they could change making sure that the event was worth the amount of money spent and how many people came to the event. Goldblatt's (1997) use of the four pillars of event management mentioned above which include time, finance, technology, and human resources can help event planners determine if the event is worth having again or what changes will need to be made in the future to fit both the needs of the consumer and the host.

### **Method**

Cedar City is known as the Festival City, and Southern Utah University teams up with the local community to do specific events. Beginning this internship, I did not know much about the Alumni and Community Relations Department. I knew who Mindy Benson was and that she put on a lot of the bigger SUU events, but I did not think about how much SUU can impact the community. Each event would impact students, alumni, and the community, and I now had a role in helping to create the magic. Starting out this internship, I went in with the idea that I wanted to learn the ins and outs of event management and planning. This would require experience in different parts of events, trying to take on different roles and assignments.

Taking the research I had learned above, I was able to better understand how to plan the events to fit the needs of the audience.

### *Social Exchange Theory*

The university works on gaining trust with the community, students, and alumni. When trying to gain this trust, the social exchange theory becomes a part of managing events. People like to feel that they are gaining some type of social influence when attending an event. If they feel that there is a benefit from the event, then they are more willing to keep attending future events.

The question was how to make sure people felt that they were rewarded from attending the event. Looking at this question, I saw that this meant creating the right environment, having good food, and good entertainment. People will feel that they benefit from the event if they feel a sense of enjoyment from the event.

When planning for concerts, we did not end up doing a country concert this semester, but we wanted to make sure that the people would appreciate the entertainment chosen. We talked about different country singers that are in our price range, and we asked different students and community members to see which singer they would rather have. This gave us an idea on who to get for the next country concert. Also, the Piano Guys concert last year had such a good outcome, that we did another concert with them where I had assignments to host the media and the violinists. Listening to the people helped us determine what people felt would benefit their fulfillment of entertainment.

This theory also comes into play with other events, as I mentioned above the food. Banquets have repeat attendees from people who help build the university. These people are usually sponsors and people who have impacted the growth of SUU. We honor people at different types of scholarships. During Founders Week, families are invited of the people that are honored, but there needs to be a reward from attending this banquet. If the food does not fit what the people want, they may not want to attend the banquet in the future.

As I focused on this theory, I was able to try to keep the audience in mind and view the event from their perspective to try and benefit them in some way. The people are what make an event effective. If the event does not fit the needs of the audience, then we are not understanding our role as event planners.

*Cognitive Dissonance Theory*

Along with the Social Exchange Theory, the Cognitive Dissonance Theory fits with planning events. People do not like the feeling of dissonance, and this is why creating the right atmosphere becomes important. Depending on the event, the decorations have to match what we want the audience to feel. The food has to fit the type of luncheon or banquet. Entertainment needs to match the style of event.

The dissonance starts when planning the events. We have to make sure that we understand the target audience, the main point of the event, and the environment we wanted to give the audience. Dissonance also comes between different interns because people may have a different view of what the event should look like. Conflict would appear if people have different opinions.

I noticed the dissonance most when trying to come up with the idea of centerpiece decorations for the Founders Week banquet. We had to try to create a rustic feel, but make sure that it reminded people of Spring and not of Christmas. This was a struggle because a lot of rustic decorations include wood, candles, pine trees and pine cones. How were we ever going to make the centerpiece not look like Christmas when our university's main color was also red? There needed to be multiple ideas to try and eliminate any dissonance in these events and be successful in planning the event.

#### *Communication Accommodation Theory*

Learning how to please people is a part of planning events. This relates well with the communication accommodation theory as a planner tries to fit the needs of people which may require changing a few plans. For example, if there is someone who may be in a wheelchair and have specific needs when they attend the event, a person can accommodate for the wheelchair by

moving a chair at a table to slide them into a spot for a banquet or making sure there is an available handicap spot at a concert for the wheelchair to be placed.

Accommodations can also be made with food when people may have allergies or dietary restrictions. I saw this theory put into action when Sarah, the person in charge of the violinists at the Piano Guys Concert, asked if the violinists would be able to meet The Piano Guys after the concert. This was not a part of our original plan for after the show, but I was able to accommodate their request and get them in to take a picture with The Piano Guys after the show.

### *Uses and Gratification Theory*

This theory is a way for the planning committee to determine how successful the event was. After each event, there was a meeting where we talked about what went well and what could improve determining the way we used our resources and satisfied the needs of the consumers. I saw the use of this theory when Southern Utah University decided to bring back the Piano Guys another year because the concert the year before was such a success. The committee determined that the cost of the Piano Guys was worth the outcome and fit both the uses and gratification of SUU as well as the public.

### *Plan*

As mentioned above, I wanted to learn as much about event management and planning as I could. We received our syllabus at the beginning of the semester of events that we would be taking on assignments and helping plan.

These events included:

- Piano Guys Concert
- Fan Fests
- Scholarship Luncheon
- Focus Groups
- Founder's Week
  - Driggs Lecture

- Driggs Lecture Luncheon?
- Lunch on Main
- Banquet
- Commencement Week
  - Grad Fair
  - Luncheon
- Summer Games

Each event, I was able to take on a different assignment, but all the events also were unique that I learned how to plan different types of events.

Along with each event, I had a plan to learn as much as I could from those who have been planning these events. I wanted to learn from Mindy Benson who is a phenomenal event planner. Kelli Griffin and Kenten Pope were also role models in this internship as they have been doing this for a couple of years. This was my first event planning and management experience, and I wanted to learn as much as I could in this internship. This internship included doing about nine internship hours a week and attending the meeting every week to talk about the events we were planning, updates on our assignments, and what tasks still needed to be done.

### *Assignments*

Under each event, I took on a different role and assignment. I attended all of the meetings so that I could make sure I was fulfilling my responsibilities and learning as much as I could. The different assignments I took included hosting, creating centerpieces, hospitality, ushering, set-up, clean-up, and making sure I was available to help in whatever capacity I could when Mindy, Kelli, or another intern needed.

### *Objectives*

While doing this internship, I had goals that I wanted to accomplish to gain event planning and management skills. Each goal helped me do my best as an intern and try and learn as much as I could.

Here is a list of goals I had throughout my event internship:

- Learn how to manage and plan events.
- Sign up for different assignments to gain experience in many roles of the events.
- Expand my creativity and knowledge about decorations for events.
- Be confident in my assignments and know my responsibilities.
- Learn what makes an event more effective.
- Understand how to better advertise and promote an event.
- Understand how to plan an event for a specific target audience.
- Understand how to create the right environment for an event and the target audience.
- Understand other roles in planning events even if I am not assigned to them.
- Fulfill every assignment to the best of my ability.
- Learn to create an event production schedule.
- Learn how to execute the plan of an event.
- Satisfy the needs of guests.
- Understand how to better manage conflict that may occur during an event.
- Work effectively with other interns.
- Learn to be calm under pressure during the events.

### **Results and Discussion**

I learned how to manage and plan events from this internship. The events went well, and I cannot think of any big issues that came up during any event. My confidence increased the more events we did, and I was able to understand when I started to stress out in different situations. I learned that I actually handle the stress of events well, and how preparation is the most important part of making an event run smoothly. The next sections include a discussion of how the different events went.

#### *The Piano Guys Concert*

When preparing for the concert, I did not know what to expect. This was the first event we were planning and I was nervous to be backstage and make sure everything flowed. My

assignments were to host the media and the violinists. I came early to help set up numbers of the floor seating and then to do the sound check of the violinists. Meeting with the Sarah, the person in charge of the violinists made me nervous because Kelli had said she was not easy to work with last year. I had been emailing her and made sure we were on the same page. After having had her violinists perform the year before, she seemed more confident and prepared. I became more anxious when I had to leave to go give the media their passes to get in and was not there to help the violinists if they needed anything. Once I got the media their passes, I was able to go backstage again and give the media who were introducing the Piano Guys their microphone. Earlier that day, I had to talk with the tech crew and make sure there was a microphone ready for me to grab and give to the media. The next step was to make sure to go and get the violinists from the audience and get them backstage ready to go onstage when it was their turn. Sarah had asked me if the violinists would be able to meet the Piano Guys like they did last year. I had not heard anything from Kelli about the violinists meeting them after the concert, but as soon as I talked to Kelli, she said it would not be a problem. Surprisingly, everything flowed more smoothly than I thought. I was nervous about doing more than one assignment, but the timing of everything worked out great. The concert ended up being a success, and the Piano Guys were also pleased with the outcome.

### *Fan Fests*

I had never known what a fan fest was until doing this internship. There was a fan fest held for women's basketball, men's basketball, and gymnastics. Community members had a chance to come and get food before the event, and be pumped up for the game. The women's basketball fan fest did not have many people attend. Tables were empty, tons of food was leftover, and people were not cheering with the cheerleaders. This made me wonder how to get

more people excited for the fan fests and how to advertise better. I also heard that women's basketball is not as well-attended as men's basketball which made this fan fest not as popular.

### *Scholarship Luncheon*

The scholarship luncheon was a random event that needed our help. A few interns that were available came and we were ushers. We guided people to the right table where they could get their name tags and assigned seat. This luncheon enlightened my eyes as I learned more about how they have this event as an opportunity for a donor and recipient of a scholarship to meet each other. Not every seat was filled as people who sent an RSVP did not come. This is where Kelli and Mindy started assigning us to a seat where we could talk with the donors and give SUU a good impression. I was nervous about what to talk about with the donor, but we ended up talking about education and how I was thinking about continuing on to get a PH.D. one day. The luncheon was enjoyable and had a great atmosphere with a person playing piano music in the background.

### *Driggs Lecture*

I did not have a lot of responsibility with the Driggs Lecture, but to attend the speech and help get out more chairs if needed. One thing I found interesting about the seating, was that Mindy had lowered the amount of chairs to have set up. She told us it is better to have to pull out more chairs because you filled the other chairs than to have a ton of chairs set up and not have them filled. This was a very strategic idea because Dr. Keene would get a better impression that she had brought in more people than planned because more chairs were being pulled out. Dr. Keene gave a great speech, and we ended up pulling out about 4 more rows of chairs.

### *Driggs Luncheon*

The decorations for the luncheon were simple and pleasant. Decorations for the luncheon did not need to be extravagant like for the banquet, and they fit the atmosphere. Making sure the right people were invited to the luncheon was important. People who would be interested in talking with Dr. Keene were invited as well as people from the history department. There were also many empty spots and Mindy told the interns that were helping to come and take a seat. They went around each table and had us introduce ourselves, and I felt a little out of place because I was just one of Mindy's interns; however, the food was good and the luncheon was very well put together. There could have been more effort to make sure that the seats were filled because there was a completely empty table that could have been filled.

#### *Founder's Week Banquet*

My assignment for the banquet was the centerpieces. We started working on figuring out centerpieces about two months before the actual banquet. Mindy first said that they wanted a rustic theme, but as I looked at a lot of rustic themes, they had a winter feel. To start, we went to storage to see what we already had and could use. I really liked these lanterns that we found in storage, and so we took that idea and tried to run with it. Another hard part was also getting approval from the Founder's Week Committee. We had to go with new ideas for centerpieces every week and make changes. The committee liked the lantern idea, but that was the only original idea that stayed the same. With the lanterns, they were also mostly used at Christmas and we needed to make a rustic feel with the color of red for our university without having it remind people of winter and Christmas. We first tried some green moss in the lanterns which the committee did not like. We tried different flowers and even a little vase, and that also did not work. The idea of pine cones was thrown out, but we had to make sure they were a certain type of pine cone so that it looked less winter-like. I picked up pine cones all over campus, but we

needed to make sure they were free from bugs and sap. Looking up remedies, I found that we could cook them in the oven. This took a lot of hours, but the pine cones definitely felt more crisp and even opened up to be more beautiful on the table.

Another issue that we found was we were missing one lantern. This was a problem and we had to think on our toes to figure out how to finish the centerpiece for the last table. We looked around in Cedar at lanterns, and found one that could be pulled off in the back corner table of the Great Hall. We even spray painted the lantern to have the same color as the other lanterns. The lantern was not the exact same, but we did our best to make it blend in with the other tables. Overall, the centerpieces turned out well, and it was a good experience for me to learn about decorating for special events.

When planning for the banquet, a few issues did arise. There were more people that sent an RSVP than usual, and we had to accommodate to the number. We had to prepare for more tables, and taking away the buffet idea menu that they were planning. The food also was not the best meal they could have chosen. The committee tried to still give options by having chicken and fish, but a lot of people did not really eat the meats as much. The food was topped with some mango salsa that people did not seem to like. People who sent an RSVP did not come and the back tables also were not filled. I was assigned to sit by this couple. As we started talking to them, we found out that they were actually supposed to be sitting at the table with one of the honorees, but there was only one chair left because someone took the other spot. The tables had reserved on them for the honoree families, but somehow there was a mix-up.

### *Grad Fair*

Since I was walking at graduation, my main assignment was to help at the graduate fair. At the graduate fair, I felt confident in knowing what I was doing and helped students get their

items for graduation. When we started, we were trying to figure out how to make the line of students flow faster. I kept trying different ideas to help students fill out the papers before they got to the desk where we would cross off their names. As we continued, I figured out a system and the line went quickly. This event gave me a lot of energy, and I realized how much I just enjoy helping people and being able to take charge.

### *Summer Games Opening Ceremonies*

Being around for the summer made it possible for me to help with the Summer Games Opening Ceremonies. I actually had never been, and this was a good experience. This event was unique because we had a concert, other performers, lots of stunts, and fireworks. This event required us to create the magic moment. I was put in charge of helping the drill teams. Making sure that they came in on the right cue was important because President Wyatt would say, “Let the games begin,” fireworks would go off, and the drill team would start walking on the field. I was nervous about making sure that I got the timing right, but everything went well, and I was able to help create a magic moment.

There were other parts of the summer games that had magic. It was fun to have the Jazz Bear, and as a behind the scenes person, we also had to keep his secret of his identity. We had helicopters flying over multiple times that needed to be cued. The big flag did not show up when it was supposed to, but eventually it came and everything flowed smoothly with each cue.

Another magic moment was the main display of fireworks. The style of the fireworks matched the music and was planned well to try to make this event spectacular.

### **Conclusion**

I am grateful for the opportunity that I had with this internship as I learned how to plan and manage events. As mentioned in my introduction, I love being able to provide happiness for

others, and planning events is one way that I can have this joy. I was able to learn more about what it takes to plan an event, what a production schedule looks like, and the different assignments that are needed to help the event run smoothly.

Now, I only took one semester of this event internship and have little experience which means there is room for improvement. As I continue throughout my future, I would like to use the skills I learned in planning events whether it be my own wedding or a neighborhood party. This will also help me to know how to plan parties or events that any organization I may be a part of are planning. I learned how to handle the pressure of stressful situations which will help me be more calm and relaxed when things do not go as planned.

When looking through the social exchange theory, I can plan future events by making sure the reward of the party is more beneficial than the cost. This means making sure people would be willing to buy the ticket knowing that the food and entertainment was worth the cost. I learned how to try and resolve any cognitive dissonance that may happen with decorations and themes of the party. In future events, I will try and eliminate any dissonance consumers may have so they feel comfortable in the environment. I have an idea of how to eliminate dissonance with centerpieces and will apply this when planning events.

The communication accommodation theory is important to remember when helping out during an event. When remembering this theory during a future event, I will remember to try and help accommodate the needs of a consumer. What can I do to make their experience better? This can also be trying to accommodate the needs of an angry consumer of an event which is where some of my conflict management skills will come into play.

I learned how to use a scale with Goldblatt's (1997) four pillars to determine if an event was successful. This can help me measure the outcomes of an event and recognize what went

well and what needs to be improved in the future. Was the audience pleased with the event? Did the event fulfill the needs of the organization in charge? I can now understand how to apply the uses and gratifications theory to satisfy the needs of both the consumer and the host and look at if the use of the four pillars was effective.

Each event went a lot better and smooth than I thought they might, but I also realized it is a team effort. Some of the most important things I learned through this internship include: preparation is key to making things run smoothly; event planning is not a one-person job; and how to have confidence even when I feel I do not know what I am doing.

I not only gained knowledge and skills in event planning and management, but I was able to improve myself as an individual. This internship helped me learn more about coping with stress, managing conflict, solving problems, and having confidence in myself and my abilities. I can now apply what I learned through this internship into planning future events and use the skills I gained for any future job.

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## **Appendix A**

### **Journal**

#### **Piano Guys Concert**

I have never worked in managing events before; therefore, this concert experience backstage was new to me. When we were first receiving assignments for The Piano Guys concert, I was even unsure about titles and was a little bit concerned about what hosting meant as I was assigned to host both the media and the violinists. I decided that I like being a host because you get to work with people which is one of my favorite aspects of communication.

I read the entire Piano Guys contract just to find only a few parts of the contract that mentioned rules with media. After finding out the rules, I kept notes and made sure that I could tell the media what they needed to know to follow the contract. I was nervous about making sure that I had the tickets and media passes ready to hand out and tell the media the rules, but found out that the hosting the media was not as intimidating as I thought. Everything went smoothly as I told the media the rules, and then got the microphone for the radio people to do their skit. I was surprised how smoothly hosting the media went.

I am not going to lie, but I was extremely nervous about hosting the violinists as Kelli kept talking about how Sarah was hard to work with and wanted everything outlined. As I met Sarah, I was nervous to make sure to fit any needs that she wanted with the violinists. The sound

checks went well, and I was able to make sure everyone had their two tickets. I was worried about having had violinists show up before the others because I needed to host the media. While I was gone, the violinists were able to get into their dressing room and take their seats which was relieving. One of my worries went away when I found out the violinists went on right after intermission which meant I could get them out of their seats at the beginning of intermission.

One change came up when Sarah had asked if the violinists were going to have a chance to do the meet and greet with the Piano Guys. This stressed me out because they had done it last year, and I had not heard anything about a meet and greet. I talked with Kelli, and she was able to make it happen which took a lot of stress off me as I wanted to be on Sarah's good side still.

A few things that I realized about the concert is I knew my job and what I should be doing, but I had no idea what else was going on. Other interns did not always let others know what was happening with Chartwells or the Meet and Greet. I wanted to help because I was there to learn, but there was a lack of communication between all of the jobs. I feel like the higher up of a position you have with a concert, the more you know about all of the jobs. This would help you to know more about what is happening when.

Overall, the concert went smoothly, and even though I had a few worries, I did not feel a lot of stress. I would like more experience in other types of jobs as well to broaden my range of event management knowledge.

### **Scholarship Luncheon**

The Scholarship Luncheon was a random event that we were asked to help usher. We would direct people to their assigned tables and help them get their name tags. At this event, I learned about the purpose of the luncheon and how scholarship donors can meet the recipient that received the scholarship award. During the luncheon, I was assigned to sit at a seat that had

not been filled, and I was able to talk with these donors and have a good discussion about schooling and education.

### **Fanfest**

I was able to attend the fan fest on February 28. This fan fest was for women's basketball, and I ended up hearing from other people that the women's basketball is not as attended as men's basketball. This made me wonder how we can get a larger crowd involved with women's basketball and attend the fan fest.

The fan fest did not have as many people as I thought. There was a lot of food leftover, and the seating was set up for more people than came. Many tables were empty. I was able to help serve food, and there were enough people to help serve as well. When the cheerleaders were doing cheers, I tried to cheer from the food line to get the crowd to also cheer, but it did not help very well. The crowd was not really cheering with them which is something I thought could help if people were planted in the audience cheering.

I like how they give out tickets to the first people to show up, but then they also have raffles ticket prizes. The free food drew in a couple of SUU students that were in the student center, but I think getting more community members to come would be a place to focus some advertising.

### **Founders Week**

During Founders Week, I had the opportunity to go to the Driggs Lecture. This was a good experience because I was able to see how having the set-up for less chairs and needing to add more chairs looked better than having a big empty room with a lot of chairs and not as many people. We did not do much at the lecture, but help set up some extra chairs. I kept thinking

about the saying, “hurry up and wait.” I find that a lot of times in events, we are just waiting around trying to find or think of something that needs to be done.

After the lecture, we were able to go to the luncheon which was a good experience to understand who is invited to special luncheons after the lecture. People who were into history were specifically invited so that they may talk with Dr. Keene. I was curious about the chosen topic for the Driggs lecture. Since this is my first year in events, do they choose other types of topics each year for the lecture?

Centerpieces for the banquet took a lot of time and effort. We had to figure out how to make the centerpiece look rustic without being too Christmas-like or winter-like. This was the hardest part because when Melissa and I would think of rustic, we kept thinking of winter-like objects. We figured out how to use pine cones and put greenery and rose petals around the lanterns to give it a spring feel. Melissa and I had to have continuous communication about the centerpieces, and we had many trial runs to come up with the final idea.

I gathered the pine cones around campus. While gather pine cones, I tried to make sure that we got pine cones that looked pretty. After gathering the pine cones, I looked up a way to de-bug and de-sap them. The solution was to bake them in the oven so the bugs would be killed and the sap would melt out. This took a lot of time as each set had to be baked for over 30 minutes, and I had about 400 pine cones.

While setting up the centerpieces, we did not have enough greenery, and there were all different types as well. Kelli ran to the store to get more greenery. We decided the best way to make the greenery in the lanterns look normal was to mix the different types of greenery in the lanterns. We made sure to pick up the roses only a few hours before to make sure the petals were fresh. Setting up the centerpieces went faster than I had expected and we had a lot of people to

help us. It was a little weird trying to set up centerpieces around Chartwells while they were setting up the silverware and place settings; however, it all worked out.

The food at the banquet was not the most desirable with the mango salsa dressing, but it was fun to sit next to the couple we were by. This couple was a little disappointed when they were invited to be at the table with the Dotson's and there was only one chair left when they arrived so they had to sit in the back. Cleaning up the decorations went super-fast and was effective.

Overall, Founders Week went a lot smoother than I thought it would. It was a success! As with any event, there are some changes that could have been done, but we were able to pull it off and help make things run smoothly.

### **Commencement Graduate Fair**

Since I was walking at graduation, my assignment was to help at the Graduate Fair. This was an event that gave me a lot of energy and enthusiasm. I loved being able to help direct people where to go to get their stuff for graduation. Another challenge was trying to make the crowd rush go smoothly. Throughout the day, we were able to figure out a system that helped people fill out their graduation card before they got to the main table. This system worked out great and the waiting line would not be as long.

During graduation since I was in the audience, I was sitting next to Melissa another event intern. Mindy told us to stand up after Anne Leavitt to help create the magic and give her a standing ovation. I remembered being taught to plant people in the audience when you need to get a crowd cheering or even more audience members. We were the first to stand up which just made it easier to get everyone else in the audience up to give the speaker a standing ovation.

### **Summer Games Opening Ceremonies**

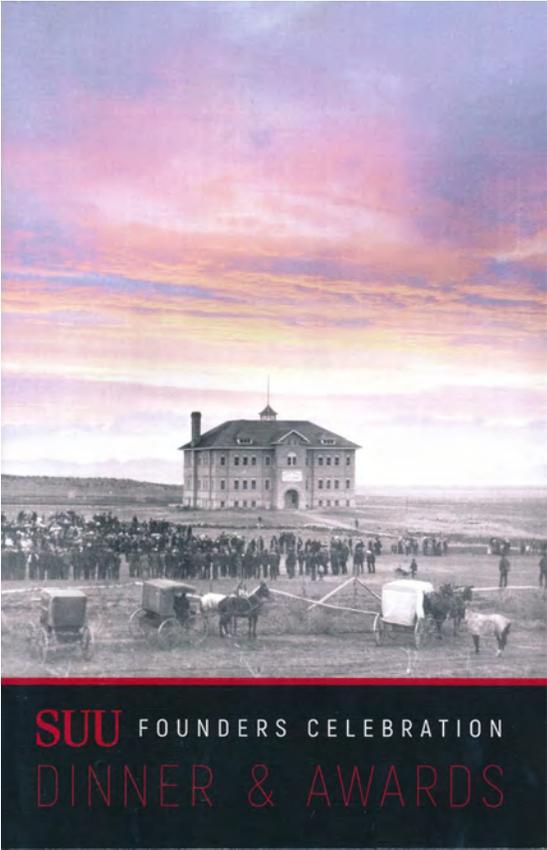
When preparing for the Summer Games, I was nervous because we did not have our weekly meetings anymore since school was done. I wanted to make sure I knew what I was supposed to be doing and would stay in contact with Kelli. As she stayed in contact, she made sure to update us with the production schedule. She also made sure I was in contact with Lindsey who was in charge of the drill team performance. I had to check what schools would be dancing, make sure they would be ready for sound check, and also get the music from them. One of my worries was making sure I cued them to go on the field at the right time. The next worry was that the music would not work or start on time. Everything ran smoothly, and I was able to be a runner for Mindy and Kelli when they needed something else to be done.

My favorite part of the Summer Games Opening Ceremonies was how we created the magic. There were many moments that needed to be right on time, and I created a moment with the drill team when they would walk on the field right as the fireworks went off at the beginning. The Summer Games Opening Ceremony was one of the favorite events because it included a concert, many performances, stunts and tricks, and fireworks.

**Mindy's Event tips**

1. Anticipate everything
2. Plan ahead
3. Make sure your event has impact
4. Manage the expectations
5. Communication, Organization, and Leadership
6. Break it down into manageable tasks
7. People support what they helped to create
8. Develop, listen to, and trust your instincts
9. Be yourself, Have fun
10. It's all in the details
11. Create the magic moment
12. Rehearse everything you do (soundcheck)
13. Stage manage and run your entire event
14. Follow up afterwards (thank you notes)
15. Nothing is a crisis







#### DISTINGUISHED SERVICE AWARD



#### RICHARD DOTSON

Richard Dotson has been a beloved figure on our campus for nearly five decades and continues to contribute greatly to the life of the institution today. Through his exemplary teaching and many myriad contributions, including talented grillwork that has helped feed thousands at hundreds of campus events, he is among the most recognizable of all members of the campus community even today, some 17 years after his retirement. He earned bachelor's and master's degrees at the University of Utah and in 1971 accepted a temporary teaching job in biology and zoology on our campus that turned into an acclaimed 30-year career. That award-winning teaching arc also included a vital area that few knew how to teach at the time, as his study and practice in computer science proved truly invaluable. Richard, from nearby Minersville, and his wife Maralyn—parents to six, grandparents to 27 and great grandparents to nine—continue to tout SUU and have guided many of their progeny to campus over the years.

**D I S T I N G U I S H E D   S E R V I C E   A W A R D**



**GAE LYNN FROYD**

Gae Lynn Froyd, in her capacity as southern Utah regional manager for Questar Gas until her retirement a year ago, has been an effective and esteemed contributor to life in our region and has ever been a strong supporter of this University. A native of Monroe, Utah, she attended SUU in the early 1970s and met her future husband James here before marrying and starting a family. Today that family—four children and 11 grandchildren—is a close-knit one and strong proponents of the University, as three of Gae Lynn and James' children are SUU grads. Gae Lynn began work at what was then Mountain Fuel Supply Co. when it opened here in 1987 and earned several promotions along the way before taking over the Cedar City, St. George, Richfield, Fillmore and Ephraim operations. Her leadership featured the championing and facilitating of various contribution requests for the cities and counties in the region, including many for the University, and she and James have personally supported several SUU programs. These days she aids her husband in his insurance business.

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**D I S T I N G U I S H E D   S E R V I C E   A W A R D**



**THE SYRETT FAMILY**

When, in the spring of 1916, Reuben "Ruby" Syrett and his wife Minnie—with their children Carl and Armeta—packed up their wagon in Panguitch and rode to the Bryce Canyon region, it was the beginning of a new life not only for them, but for the famed and magnificently stirring area and its people. Today, the Syrett family—more than 80 strong—continues to operate the world-famous Ruby's Inn and related enterprises, serving as hosts to tourists from around the globe who seek to marvel at the wonders of Bryce Canyon National Park and get a taste of the old West. The family has robustly upheld the values of Ruby and Minnie to always give back to those around them and are highly engaged in southern Utah. Ever grand contributors to the region's quality of life in an abundance of avenues, the Syretts further a wide range of community development initiatives, and have long been generous donors to the campaign to improve the park. Moreover, they greatly support SUU's Semester in the Parks program, scholarships and more.

## Appendix B

### Assignment List Explanations

#### Hosting

When hosting a group, you keep in contact with the person or group to make sure they know the schedule and expectations before the performance or lecture. Depending on the person you are hosting, you will need to pick them up at the airport and drive them to places. If they are a local group, you will make sure they know when they have a sound check and when they need to be at the event. You help them with any questions they have, and you are there for them if

they need something. This may require running errands and making sure they have everything ready to go.

### **Stage Managing**

This can require running an event with Ushers to make sure everything runs smoothly. If there is a concern that comes up, then you will need to problem solve what to do.

### **Sound Checks**

Sound checks are usually needed when you are hosting a group. With sound checks, you need to be there before to make sure the production crew has everything you need for the sound check ready to go. You are there with the people doing the sound check making sure they are pleased with the sound and outcome.

### **Green Room**

The setting up of a green room depends on the requests of food from the people we are hosting. You will go shopping usually the day or night before the event to put everything in the green room before the person/people arrive.

### **Advertising**

This is self-explanatory, but making sure that there is enough advertisement about the event to have enough attendees and success. Advertising can require using social media, creating posters, and even making a digital advertisement for mySUU portal.

### **Set-Up**

As interns, we did not have to completely set everything up because that is what facilities does, but you make sure that everything you ordered is set up correctly how you want for the event.

### **Clean-Up**

Clean-up is making sure that you have everything you brought that is not facilities job; however, sometimes we would stay and help facilities take down chairs. This would be taking down centerpieces or cleaning up leftover food from green rooms.

### **Refreshments/Catering**

This is a job that I did not have an assignment in and would need more experience. When being in charge of this area, you would plan the meal and food with the budget you are given. You talk with Chartwells about what you would like to order and make sure they are on the same page as you to have the food ready to go for the event. This may even require ordering a certain color of table cloths as well.

### **Ushering**

Certain events need ushers to show people where to go and make sure the crowd is going places quicker. We have many ushers at concert events. This is sometimes considered the front of the house when you are the person they come to if there is a problem with a guest. Making sure that people are safe and satisfied is the main key. Being in charge of ushers also requires finding people that are willing to be an usher at the event.

### **Centerpieces/Decorations**

Being in charge of centerpieces and decorations means bringing out your creativity and coming up with an idea for the specific event. You need to go through storage and see what you already have access to, as well as what type of budget you have if you need to order fresh

flowers. There is also approval you need to get for your ideas through people who are higher up in the event planning committee.

### **Cueing**

Most of the assignments for the Summer Games Opening Ceremony were cues. This is following the script, being where you need to be, and making sure you let the people know when they need to go out on the field, set off fireworks, etc.

## **Appendix C**

### **Production Schedules of Founders Week and Opening Ceremonies**

#### **Founders Week Production Schedule 2018**

##### **Sunday, March 18 - Dr. Jennifer Keene Arrives**

5:45 Dr. Keene arrives at Cedar City Airport, Geoff and Allison will host her.  
6:00 takes Dr. Keene to hotel to drop off bags as needed.

##### **Monday, March 19 - Dr. Jennifer Keene on Campus**

10:00 Speaking at Professor Larry Ping Class  
7:00 Small group goes to Milt's Steakhouse for dinner, \_\_\_\_ will bring Dr. Keene.  
8:00 \_\_\_\_ will drop Dr. Keene off at the hotel, and make arrangements for pick up in the morning.

**Tues. March 20 - Driggs Lecture**

|       |  |                 |
|-------|--|-----------------|
| 9:00  | Double check set-up, reserve seats etc.            | Melissa/Kelli   |
| 9:30  | Set Greenroom                                      | Allison/Geoff   |
| 10:00 | AV Tech arrives                                    | Randy/Di/Kristy |
| 10:15 | AV Sound Check                                     | Randy/Di/Kristy |
| 10:30 | Dr. Jennifer Keene sound check                     | Di/Kristy       |
| 11:30 | Convocation begins                                 | Kristy          |
| 11:35 | Refreshments set                                   | Parker          |
| 12:30 | Convocation ends, book signing and mingling begins | Di/Kristy       |
| 1:00  | Driggs Luncheon starts                             | Di/Brecklee     |
| 1:15  | Take down signs, and clean Great Hall up           | Melissa/Kelli   |

**Tues. March 20 - Driggs Luncheon**

|         |  |                       |
|---------|--|-----------------------|
| 10:00   | Check set up, bring everything over from alumni house  | Brecklee/Kenten       |
| 11:45   | Set Centerpieces                                       | Brecklee              |
| 12:30-1 | Usher guests to Charles Hunter                         | Melissa/Justin/Parker |
| 1:00    | Luncheon begins  | Di                    |
| 2:30    | Clean up room, bring centerpieces back to alumni house | Brecklee/Kenten       |

**Thurs. March 22 - Great Hall**

|            |   |                                    |
|------------|---|------------------------------------|
| 8-9:00 am. | Great Hall set up: tables, stage, etc.<br>Chartwells begin putting out table cloths<br>Move in Coat Racks | Tyler Adams<br>Chartwells<br>Linda |
| 12:00      | Sound and Lighting Check  | Randy/Allison                      |
| 12:00      | Centerpieces, programs, water on podium<br>Table cloth for awards table, citations on tables              | Melissa/Melodie/Interns<br>Kenten  |
| 1:00       | Honoress Video Check  | Ron/Randy                          |
| 2:30       | Set Check in (Shooting Star room)   | Advancement                        |
| 5:00       | Sound Check Washburn Family Band  | Randy/Karlee                       |
| 5:30       | Check in Starts   | Sara                               |
| 5:30       | Cue Walk-In Music   | Karlee                             |
| 6:00       | Dinner starts   | Chartwells                         |
| 6:00       | Welcome   | Mindy                              |
| 6:10       | Dinner Music Starts   | Karlee                             |

**Founders Banquet Program**

|      |  |                                  |
|------|--|----------------------------------|
| 5:30 | Walk-in music starts   | Karlee                           |
| 6:00 | Welcome<br>Invocation  | Mindy<br>TBA                     |
| 6:10 | Begin Serving Food<br>Cue Dinner Music   | Chartwells<br>Karlee             |
| 6:20 | Tables are refreshed throughout the evening  | Chartwells                       |
| 6:45 | Honoress introduced and awarded<br>President wraps up everything<br>Clean up decorations | Mindy<br>Melissa/Melodie/Interns |

## Opening Ceremonies 2018 Production Schedule

**Tuesday June 12**

|             |                |
|-------------|----------------|
| Set plywood | Ben            |
| Set Stage   | Dan McClanahan |

**Wednesday June 13**

|     |           |                 |
|-----|-----------|-----------------|
| 9am | Load Crew | Randy/Crew/Poll |
|-----|-----------|-----------------|

|         |  |  |
|---------|--|--|
|         | Stadium dressing rooms and suites cleaned, set, air      | Brent                                    |
| 9:00am  | Pick up checks -- Journey, Pyro, Poll Sound              | Kelli/Jeannine                           |
| 9:30am  | Pick up Vans   | Kenten/Kelli                             |
| 10:00am | Shopping for dressing rooms<br>carts/ Poll Sound Load in | Parker/Allison/Kelli<br>Chris Gale/Randy |
|         | Pace will drop off cooler to stadium                     | Pace                                     |
|         | Pick up Passes   | Kelli                                    |
| 10:00am | Walkthrough suites                                       | Mindy/Kelli                              |
| Noon    | Lunch for Load Crew/pyro                                 | Parker                                   |
| 2:30pm  | Dressing room stuff to field                             | Allison                                  |
| 5:45    | National Anthem Singer Sound Check                       | Kelli                                    |
| ????    | Pyro off load a few pieces                               | Kenten/Dustin                            |
| 7:00pm  | Script Run through                                       | Mindy/Kelli/Madi/                        |
| 7:30pm  | Flag Carrier Walk-through                                | Ron/Kenten                               |
| 8:00pm  | Marty/Announcer Walkthrough                              | Kelli/Mindy/Madi                         |
| 8:30pm  | Go through script w/Marty                                | Madi                                     |
| 10:00pm | Campus Police secure stadium for night                   | Josh                                     |

**Thursday June 14**

|         |   |                                   |
|---------|---|-----------------------------------|
| 8:00am  | Pyro Off Load -- Need carts & Forklift                                      | Dustin/Grounds/Ben's Crew/Casey's |
| 9:00am  | Move sport banners/Flags  | Ron/Kenten/Pace                   |
|         | Pyro set up in Thunderbird park   | Dustin/Kenten                     |
| 10:00am | Facilities OC meeting @ Stadium   | Crew                              |
|         | Set Plants on Stage, flagging   | Chris Gale                        |
|         | Barricades come in  | Chris/Coach Wool/Dan              |
|         | Flags in Stadium/US, USG  | Pace/Ron                          |
|         | Set Dressing Rooms; make sure clean/cool                                    | Parker/Allison                    |
| 10:30   | Backline Load-in  | Joey/Kelli                        |
| 11:00am | Event Management Crew Meeting   | Crew                              |
|         | Music walk through: Walk in, torch run/social media                         | Poll/Karlee/Lee                   |
| Noon    | Lunch for crew, poll, pyro  | Kelli/Pace/Parker                 |
| 12:00   | KSL Live shot   | Casey S.                          |
| 12:10   | Run through with Casey S.   | Casey S./Mindy/Kimmy              |
| 12:30pm | Run through Instagram and Twitter   | Karlee/Lee                        |
|         | Everything to stadium: binders/scripts, radios, etc.                        | Kelli                             |
| 1:00pm  | Steve/Journey Load in   | Randy/Crew                        |
| 2:00pm  | Steve/Journey sound check   | Randy/Poll/Crew                   |
| 2:30pm  | Candy Bomber Run Through  | Pace/Ryan/Kelli                   |
| 3:00pm  | Fireworks run through   | Poll/Dustin/Kenten                |
|         | /Lineup at the Athlete's Dinner   | /Di/Linda                         |
| 4:30pm  | Color Guard, Flags, National Anthem, Helicopter Flyover, Video Board, Torch |                                   |
| 4:30pm  | Color Guard Walk Through  | Kelli/Justin/Kenten               |
| 5:00    | KSL Live Shot   | Casey S.                          |
| 5:30pm  | Drill Team Rehearsal  | Melodie                           |
| 6:00pm  | Dinner for crew/pyro/poll   | Parker                            |
| 6:00pm  | Dinner for Band   | Allison                           |
| 6:15pm  | Torch Run run through   |                                   |
| 7:00pm  | Meet ticket takers at North West Gate/instructions                          | Linda/Kol/Di                      |
| 7:00pm  | Mascot run through  | Kenten                            |
| 7:00pm  | Check video feed and scoreboard   | Mindy/Lee/Karlee                  |
| 7:30pm  | Gates open to the public  | Public Safety                     |
|         | Delivery of flags for processional  | Ron/                              |
| 7:30pm  | Marty, on script  | Justin/Madi                       |
| 8:30pm  | Showtime! – <i>Go to Timeline</i>   |                                   |
|         | Get groups, acts, etc., on and off stage at proper time                     | Kelli                             |
| 10:30pm | Load out  | Randy/Crew/Poll                   |

After show event crew:  
Clean dressing rooms, return radios, return vans  
Stadium/Pyro clean up  
Vans Back to Motor pool

Facilities, volunteers Chris, etc.