NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

MBA PROFESSIONAL REPORT

Feasibility Study and Cost Benefit Analysis of Conference Coordinating at the Naval Postgraduate School

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                  June 2009

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13. ABSTRACT (maximum 200 words)

This project is a feasibility study and cost-benefit analysis of conference coordinating at the Naval Postgraduate School (NPS). The objective is to determine an effective conference-coordinating model based on current event planning techniques within commercial businesses and other universities. The project proposes and compares four possible solutions.

Through conversations and observations with NPS faculty and staff experienced in conference-coordinating, we identify areas that present four main challenges. Our study focuses on the challenges faced within the following areas: facility scheduling, Morale, Welfare, and Recreation (MWR), personnel continuity, and funding. We use these four areas and their challenges as the metric to evaluate four possible solutions. The solutions consist of creating a website, creating an internal conference coordinator position(s), MWR conducting conference coordinating, and conducting conferences off site.

The results from our research indicate that the most viable option for NPS is to first remedy the challenge of MWR customer service and counter the effects of their monopoly. MWR can accomplish this by creating an incentive pay structure, advertising the benefits of utilizing MWR services, and generally improving their reputation for customer service. Once that challenge is remedied, incorporating conference-coordinating responsibilities within MWR becomes the most feasible and natural option and can best resolve the other three challenges.

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**FEASIBILITY STUDY AND COST BENEFIT ANALYSIS
OF CONFERENCE COORDINATING
AT THE NAVAL POSTGRADUATE SCHOOL**

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Submitted in partial fulfillment of the requirements for the degree of

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FEASIBILITY STUDY AND COST BENEFIT ANALYSIS OF CONFERENCE COORDINATING AT THE NAVAL POSTGRADUATE SCHOOL

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TABLE OF CONTENTS

LIST OF FIGURES

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LIST OF TABLES

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I. INTRODUCTION

A. PROFESSIONAL CONFERENCES

Conferences are common among business and academic professionals and are documented to have occurred since 306 AD.[1] Generally, any given university website search will offer a calendar-events page that lists upcoming conferences or events. Conferences are grouped in the Information category for GDP data calculations and are further classified as being part of the publishing industry.[2] Conference contributions to the U.S. Gross-Domestic-Product (GDP) are noteworthy. As a whole, the publishing industry contributed $139 billion to GDP in 2006 and increased its real contribution in 2007 to $144 billion.[3]

Conferences are an instrument used to communicate information to large and small assemblies. Additionally, conferences assist in creating an environment to encourage social networking with commercial and academic peers. Some benefits noted by conference attendees include: the ability to interact with peers across the globe, that interaction with other professionals broadens one's own perspective, and the exposure to new ideas.[4] Thus, the Naval Postgraduate School (NPS) might increase its visibility as a leader amongst its peers by hosting professional conferences.

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[1] H.A. Pohlsander, (2004, January 8). *Constantine I (306 - 337 A.D.).* Retrieved June 1, 2009, from roman-emperors.org: http://www.roman-emperors.org/conniei.htm.

[2] *Gross-Domestic-Product-by-Industry Accounts, 1947-2008.* (2009). Retrieved April 10, 2009, from U.S. Department of Commerce Bureau of Economic Analysis: http://www.bea.gov/industry/gpotables/gpo_action.cfm?anon=95111&table_id=23979&format_type=0.

[3] Ibid.

[4] B. Dyck, (2001, November 20). *Professional Conferences Reflect, Restore Passion.* Retrieved April 10, 2009, from Education World: http://www.education-world.com/a_issues/issues234.shtml.

B.   ALIGNMENT OF CONFERENCES WITH NPS MISSION

Evaluating NPS using the Congruence Model[5] and focusing on the role of the faculty is useful to determine if conducting conferences is compatible with the various elements of the organization.

1.   Congruence Model as Applied to NPS

a.   *Culture*

It is difficult to identify a single culture that pervades the NPS faculty. Each school on campus has a relatively unique culture. For example, the culture in the Graduate School of Operational & Information Sciences faculty is different from that in the Graduate School of Business & Public Policy. These differences are a reflection of the varied experience of the faculty and their professional area of expertise. However, all schools maintain a culture of educational excellence, focusing on developing students into stronger intellectual leaders. The overlying objective is to "gain both the intellectual know how and the practical skills for improving defense technologies, systems and programs."[6]

NPS Faculty members are well educated and contain exceptionally diverse professional experiences. The faculty members' background positions them to be experts within their fields as can be seen by their varied accomplishments in research and publishing. The environment maintains excellence through education, research and application while emphasizing a focus on "service to country."

b.   *Formal Organization*

The organization of NPS has multiple hierarchies, such as administrators, faculty and staff. The structure of the faculty is such that as they develop in their research, publishing, faculty experience and teaching ability, they are evaluated and moved up the professional ladder toward a higher level of status. The administrator

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[5] M. L. Tushman., & C. A. O'Reilly III. (2002). Winning Through Innovation. Massachusetts: Harvard Business School Publishing

[6] *About NPS* (2009). Retrieved March 20, 2009, from Naval Postgraduate School: http://www.nps.edu/About/index.html.

hierarchy is slightly different in the fact that individuals are not required to have specific NPS experience but are evaluated with a different set of criteria in order to become dean of a school. An individual is chosen as dean of a school based on his or her life experience — not explicitly on research, published works, or experience as an instructor. Additionally, a professor may hold a seat as a Chair or Associate Chair within his or her respective school.

c. People

The individuals who compose the faculty are multi-faceted in their experiences, talents and knowledge. Some have come from as far as Dublin, Cairo or Peking to do research and teach at NPS. NPS faculty is "comprised of PhDs from the nation's best universities including Harvard (9), Princeton (6), Yale (5), University of California (69), Stanford (25), MIT (14), Cornell (4), and Columbia (3)."[7] Some are renowned for their research or business experience and have significant influence in their respective fields. "The faculty, the majority of whom are civilians, are drawn from a broad diversity of educational institutions and represent a prestigious collection of scholars. Faculty/student interaction is high. Every class is taught directly by a faculty member — over 99% of whom have a Ph.D." [8]

d. Critical Tasks

Critical tasks are those required of the institution in order to accomplish the mission. The critical tasks of faculty at NPS consist of researching, publishing and teaching. These three tasks are the basis for the success of the school, the students, and the faculty's development and progression in the organization.

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[7] *About NPS* (2009). Retrieved March 20, 2009, from Naval Postgraduate School: http://www.nps.edu/Aboutnps/NPSDistinctive/UniquenessExcellence.html.

[8] *About NPS* (2009). (2009). Retrieved March 20, 2009, from Naval Postgraduate School: http://www.nps.edu/About/glance.html.

e. Summary of Congruence Model

Through our evaluation of NPS' critical tasks using the congruence model, it does not appear that hosting conferences is a necessary task. However, it is our opinion that hosting conferences can provide the following benefits:

- Educational and research growth of students and faculty;
- Increased recognition by colleagues in similar concentrations;
- Increased recognition among business leaders, military leaders and political representatives; and
- Increased funding and support for NPS through government and non-government sponsors.

The NPS website states:[9]

NPS hosted conferences provide opportunities for professional interaction among NPS students, faculty, and visitors as they strive to remain at the leading edge of new developments of importance to the Navy and the Department of Defense. Associated tutorials and workshops provide opportunities for professional development through continuing education and exchange of ideas.

The NPS mission is advanced education, including a blend of basic and applied research projects, which support the School's curricula. Several-hundred faculty projects provide creative and relevant thesis opportunities for NPS graduate students. NPS support of DoD-related conferences is a natural outgrowth of the School's involvement in research.

Although conferences are not considered a critical task as defined in the congruence model, they provide value to the school's professional reputation and credibility as faculty and the administration attempt to position NPS as a leader in research. The quote above effectively details the importance for conducting conferences at NPS. Conferences can be used as a function that align the NPS mission with the defense industry and advanced research. Additionally, hosting conferences improves academic growth and development for faculty and students by increasing discussion and development amongst academic communities.

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[9] *Visitors* (2009). Retrieved March 20, 2009, from Naval Postgraduate School: http://www.nps.edu/Visitors/conferences.html.

II. NAVAL POSTGRADUATE SCHOOL ORGANIZATION

A. CURRENT PROCESS OF CONFERENCE COORDINATION

1. Stakeholders

Through our observation and discussion, we have discovered that multiple departments, both academic and administrative, represent the stakeholders involved in coordinating a conference. Some of the stakeholders are the faculty host, facility scheduling, comptroller, public works, audiovisual support, security staff, transportation, and Morale, Welfare, and Recreation (MWR). Each of these stakeholders is critical to creating a professional conference experience. Facility scheduling is crucial in order to decrease conflicting location requirements and availability. Public works provides necessary logistics, such as tables, chairs, and garbage pick-up. Audio-visual provides the proper equipment for a professional presentation. However, audio-visual support can become complicated and cumbersome to coordinate because there are different points of contact for individual schools and buildings. In essence, the coordination among all departments must be properly managed; otherwise, detail could be overlooked and create significant problems with conference execution. Every noticeable problem experienced diminishes the positive effects of the conference and deters attendees from viewing NPS as an academic and professional leader, thereby reducing the perceived benefits for NPS.

2. Process Outlined

Through our discussions and observations with faculty and staff members who have conference planning experience at NPS, we observed that the current process for conference coordinating is as follows: When an NPS group or faculty member desires to host a conference, the Initiatives for Advancement (IA) office is contacted. The IA office provides points of contact and a checklist to the group or faculty member. Although it is not the IA's mission to coordinate conferences, the office has become the default starting point for direction and guidelines.

The IA office assists conference organizers. However, it is the responsibility of the group representative or faculty member (host) to communicate with all necessary

departments. The host is solely responsible for coordinating who, what, when, and where. While performing all these tasks, the host must consistently maintain direct communication with all other departments throughout the conference planning and execution stages in order to properly coordinate any changes.

Through our discussions with various NPS faculty and staff members, we estimate that at any given time there are 10-20 different hosts organizing 10-20 separate conferences. Each host forms a temporary working relationship with the other stakeholders when they contact the individual department(s) that will provide support to the conference. A host makes initial contact with the other departments approximately three to six months in advance to the planned conference date. The host provides an outline of their requirements and submit requests to individual departments for accurate scheduling. As the conference date nears, the host must coordinate more frequently with each department to ensure proper coordination and scheduled support.

In Table 1, based on conversations with personnel tasked with coordinating a conference, we estimate the amount of time that each host spends coordinating with each department and the total time that each department spends each week assisting a host. We made the following assumptions about the hosts' timeline:

- contact the service provider on week 1 (learning what needs to be done)
- contact again on week 2 (submit documents)
- contact on week 3 (confirm documents are correct and ask any questions)
- contact on week 8 (confirm everything)
- contact week 11 (critical changes/reminder)
- contact week 12 (final confirmation)
- week 13 (conference executed)

Service Department	wk 1	wk 2	wk 3	wk 4	wk 5	wk 6	wk 7	wk 8	wk 9	wk 10	wk 11	wk 12	wk 13	TOTAL
Facility Scheduler	1.00	0.25	0.25					0.25			0.00	0.25		2.00
Public Works	0.75	0.50	0.25					0.25			0.25	0.25		2.25
MWR (Food)	1.00	1.00	0.50					0.25			0.25	0.50		3.50
Security	0.50	0.25	0.25					0.00			0.00	0.25		1.25
Comptroller	0.75	0.50	0.25					0.25			0.00	0.25		2.00
Audio-Visual	0.75	0.25	0.25					0.00			0.00	0.25		1.50
TOTAL	4.75	2.75	1.75	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.50	1.75	0.00	12.50

Table 1: Estimated contact time between host and service provider.

Every department must adhere to its own regulations, restrictions, procedures and documents. These regulations, restrictions, and procedures are repeatedly explained, since each new host requires the information. This task requires additional time and energy from each service department and each host.

Through our observations and discussions with NPS faculty and staff members, we determine that there is no standardized process for coordinating conferences. In essence, the process is convoluted with little if any automation. It requires a considerable amount of effort and places an unnecessary burden on all personnel involved.

3. Challenges

Multiple challenges occur throughout the planning and execution phases of coordinating conferences. Through our observations and conversations, we have determined the most common challenges experienced at NPS are the following: facility scheduling, interaction between MWR and faculty, personnel continuity, and funding issues.

a. Facility Scheduling

Facility scheduling is challenging because it is fragmented between four authoritatively and physically separate areas on the NPS campus. The Flag Administration Office (Flag) is located in room 039, in the basement of Herrmann Hall, Initiatives for Advancement (IA) Office is located in room M-6 Herrmann Hall, MWR is located in room 3, a separate wing in Herrmann Hall, and the Class Scheduler (CS) is located in room 100 Root Hall. Each of the four organizational units is responsible for

scheduling their assigned facilities. Because each unit is assigned their own facilities, four separate schedules exist. These four schedules are not synchronized in a combined master schedule.

In any case, it is important for the host to clearly understand which venue is most appropriate for his or her audience, because the venue determines which scheduling office is responsible for the selected location. As an example, the host would contact the IA Office if the facilities at King Hall were suitable. If Herrmann Hall Ballrooms were preferred, MWR would be the main contact. The host would contact the Flag Administration Office if the Tower Room or Quarter Deck were ideal locations. However, if none of these options fit the audience requirements, the conference host must contact the Class Scheduler to reserve classroom facilities. If the host requires multiple arenas, they must contact more than one scheduler to make arrangements. In essence, a host must contact all four of the facilities separately in order to best determine the appropriate size and availability for a given conference location. Table 2 in the NPS Facilities section highlights the available venues and the appropriate scheduling office.

Once the facility is selected, the host coordinates with service departments within the building for audio-visual support and logistic scheduling. Each building has separate personnel to maintain and coordinate the audio-visual equipment. This coordination allows the host and the audiovisual personnel of the facility to reserve specific equipment and ensure that presentation requirements for the event are met.

After the conference is scheduled through the audiovisual department, the host must coordinate with the Public Works Department. Public Works is responsible for providing tables, chairs, and any additional maintenance services required for the conference.

The host must maintain consistent communication amongst all service departments to ensure a successful event. Thus, the host is responsible for managing all internal logistical support as well as arrangements for any external support necessary such as hotels and transportation requirements.

b.   *Morale, Welfare, and Recreation*

One particular challenge that has been identified by numerous conference hosts is the cost of services and quality of customer service available through the MWR office. The MWR office is designated as the sole catering service for events held within Herrmann Hall and the NPS campus. However, through discussions with conference hosts, we discerned that the general opinion of MWR is that they are difficult to work with and generally not price competitive.

It is important to note that the primary "customer" of MWR is the active duty military service members and their families. Secondary customers are retired military service members, Department of Defense civilians, and NPS faculty and staff. The Community Support Programs (CSP) handbook emphasizes that "MWR is committed to world-class service and that the service provided could help keep that (military) service member on active duty."[10] This statement emphasizes the mission of supporting the service member and their families.

The MWR office is not just a catering service.   The office is part of the CSP, which report directly to the Naval Support Detachment, Monterey, which, in turn, reports to the Commander, Navy Region Southwest. Additionally, MWR reports to the President of the NPS, currently Admiral Daniel T. Oliver (Retired). The two separate and distinct reporting chains can be challenging for MWR employees but are necessary due to the entity's structure. Our experience at numerous military installations shows us that this command design is no different from the CSP at other military installations.[11]

The CSP mission is as follows:

> We are a regional team dedicated to providing a full range of quality products and services that enhance our customers' lives in support of mission readiness and retention.[12]

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[10] *Visitors* (2009). Retrieved March 20, 2009, from Naval Postgraduate School: http://www.nps.edu/Visitors/conferences.html.

[11] A. S. Dotson, & M. C. Oliver (2009, April 2). Commad Experience (M. C. Oliver, & A. S. Dotson, Interviewers).

[12] M.A. Greenwood (2007, June). MWR/CSP Handbook. Community Support Programs NAF Employee Handbook . USA: Navy Region Southwest.

The programs offered by MWR are categorized as A, B, and C and each have unique funding characteristics. Category A programs are typically funded through congressionally appropriated funds. They are considered mission essential programs. An example of which is the NPS Fitness Center. Category B programs are funded through a combination of appropriated funds and non-appropriated funds. These programs include children's daycare and youth center programs. Category C programs are completely self-sustained by non-appropriated funds and are required to generate a profit. These programs include the food and beverage operations (catering services) and golf courses. All non-appropriated funds are generated by fees and charges for use of facilities and services.

MWR is not solely driven by revenue and profit. Catering services are not *mission critical* to the service members that MWR supports and are not the primary concern. Hence, NPS faculty may misinterpret MWR's lack of fervor for catering events as poor customer service and competitiveness. MWR's focus is on service to the military member, secondary to that mission is providing affordable programs for military members through their subsidized programs and activities. The revenue gained from catering services assists in supporting category B services. Each MWR branch has a minimum goal of 5% net profit in order to maintain current facilities and resources. The profit generated from non-appropriated programs is directed to the regional headquarters for future disbursement to authorized activities.

The quality and price comparison of MWR catering services is addressed in section B.2 of this analysis.

c.   *Personnel Continuity*

An additional challenge to coordinating conferences at NPS is personnel continuity. Personnel changes are frequent, especially among the two-year research assistant positions. We estimate through conversations that 60% of the conference coordinating responsibilities is delegated to them. With each personnel change comes the need to relearn the procedures and redevelop the working relationship with the service departments. Furthermore, personnel changes within service departments can lead to

changes in business procedures and additional time wasted. Overall, personnel changes contribute to disruption in the scheduling process and the loss of corporate knowledge.

d.   *Funding*

Based on discussions with previous hosts, overall conference funding is not a major concern. The various schools, programs and institutes at NPS are typically able to receive monies to support associated conference events from commercial sponsors that support research activities. However, the challenge occurs when trying to utilize DoD funds to pay for external services such as facilities, catering, or transportation.

Funding regulations mandate that no monies be paid until services are rendered or products received.[13] This policy creates challenges when working with external service providers who typically require an initial deposit or reservation fee. This peculiarity produces a difficult working relationship between the government and commercial entities, which can lead to lengthy delays. Consequently, this difficulty can deter external service providers from seeking business with NPS.

4.   Summary

As previously stated, an intent for conducting conferences is to improve educational and professional recognition for NPS. Individually or combined, the challenges that exist with facility scheduling, MWR, personnel continuity, and funding can lead to problems during conference execution. If these challenges are not properly mitigated, problems may be observed by attendees and can quickly diminish the perception of the conference's overall quality and professionalism. This may a negatively affect the reputation of NPS as a research leader amongst their colleges.

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[13] United States Code (2009, January 1). Retrieved May 14, 2009, from Office of the Law Revision Counsel: http://uscode.house.gov/download/pls/31C33.txt.

B.   FACILITIES AND CATERING AT NPS

1.   Facilities

Table 2 lists the various facilities available, their assigned scheduling office and their capacities. The configuration and design layout for most facilities is lecture hall and classroom style, except for the facilities managed by MWR, which would be categorized more as social/entertaining spaces. Facilities available at NPS are adequate in size and number to sustain conference engagements either fully or partially. All rooms are or can readily be equipped with current technology required to support professional demonstrations and lectures, including document cameras, overhead projectors, USB ports, internet access and sound systems.   Additionally, NPS has two sensitive compartmented information facilities (SCIFs) available for scheduling. This available resource helps ensure the security of classified information.

Scheduling Office	Facility	Capacity				
		Dinner/Dance	Reception	Classroom	Conference	Lecture
Flag	Quarterdeck	50	250	NA	NA	NA
Flag	Tower Room	NA	35	NA	NA	NA
IA	King Hall	NA	NA	1329	NA	1329
IA	Spanagel 101A	NA	NA	75	75	75
IA	Mechanical Engineering Auditorium	NA	NA	129	129	129
IA	Ingersoll 122	NA	NA	180	180	180
IA	Glasgow 102	NA	NA	270	270	270
CS	Glasgow 109	NA	NA	145	NA	145
CS	SCIF (2)	NA	NA	NA	15	NA
CS	73 Classrooms	NA	NA	10-56	NA	NA
MWR	McNitt Ballroom	550	900	NA	NA	NA
MWR	LaNovia Room	90	160	NA	NA	NA
MWR	El Prado Room*	150	200	NA	NA	NA
MWR	Del Monte Room	20	20	NA	NA	NA
	* Limited availability due to service hours.					

Table 2:   Facilities available at NPS.

2. Catering

As mentioned previously, MWR is the sole catering service provider for events held within Herrmann Hall and NPS campus.[14] The MWR personnel responsible for managing the catering services is titled Catering Sales Manager, a position compensated $55-60,000 annual salary. In 2008, the MWR catering services provided service for 45,728 patrons.[15] The available services include an array of either plated or buffet style meals, snacks, and beverages. The menu items are varied. A comparison of listed rates with various other local competitors including hotels, caterers, and restaurants, shows that MWR catering prices are 20–50 percent lower. Given adequate notice, the MWR catering services can accommodate special requests for menu items such as organic and vegetarian diets at an additional cost.

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[14] Internet Access To Instruction/Directives (n.d.). Retrieved May 20, 2009, from Navy Morale Welfare and Recreation: http://www.npc.navy.mil/ReferenceLibrary/Instructions/BUPERSInstructions/.

[15] MWR Utilization Rates (2009). Monterey: Morale Welfare and Recreation.

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III. COMMERCIAL MARKET

A. AVAILABLE FACILITIES/RESOURCES

1. Facilities

Local conference facilities include the city of Monterey's conference center and local hotels. We toured the Monterey Conference Center and the Portola Hotel and Spa. Both are located in downtown Monterey. Table 3 lists the facilities and the capacity level available at the Monterey Conference Center (MCC) and Portola Hotel.

Scheduling Office	Facility	Capacity				
		Dinner/Dance	Reception	Classroom	Conference	Lecture
Portola	De Anza Ballroom	650	1000	NA	NA	
Portola	De Anza I or II	120	300	NA	NA	
Portola	De Anza III	180	400	NA	NA	
Portola	Bonsai Ballroom	150	300	NA	NA	
Portola	Bonsai I, II, or III	30	100	NA	NA	
Portola	Portola Room	80	150	NA	NA	
Portola	Driftwood	NA	NA	30	20	
Portola	Redwood	NA	NA	70	46	
Portola	Redwood I or II	NA	NA	30	20	
Portola	Ironwood	NA	NA	70	46	
Portola	Ironwood I or II	NA	NA	30	20	
Portola	Cottonwood	NA	NA	70	46	
Portola	Cottonwood I or Ii	NA	NA	30	20	
MCC	Serra Ballroom	1300	2000	1300	NA	
MCC	Serra I	700	1000	700	NA	
MCC	Serra II	560	900	560	NA	
MCC	Larkin I	NA	NA	NA	14	
MCC	Larkin II	NA	25	NA	NA	
MCC	Dana	NA	NA	NA	16	
MCC	Ferrante I, II, or III	NA	60	48	36	
MCC	Ferrante Room	130	200	130	62	
MCC	Colton I, II or III	NA	40	36	20	
MCC	Colton Room	100	150	100	56	
MCC	Steinbeck Forum	494	NA	494	NA	

Table 3: Facilities available at Portola Hotel and Spa and Monterey Conference Center.

2. Catering

Both the Monterey Conference Center and the Portola Hotel and Spa offer exclusive catering services within their facilities. "The Patron or any of the Patron's guests or invitees will permit no food and beverage of any kind into any hotel area. All

food, liquor, wines and beer must be supplied by the Portola Hotel & Spa."[16] Their menus are creative and expansive and can accommodate special requests, including organic, vegetarian and kosher meals.

All conference related activities for the Monterey Conference Center are scheduled through the Portola Hotel and Spa service department. The Portola Hotel and Spa convention services department consists of four convention service managers and two assistants. A manager's annual compensation is based on their experience, entry-level managers earn $40–42K while more experienced managers earn up to $65K. The assistant positions are compensated at a rate of $17 per hour. The convention services staff utilizes a scheduling software program called Delphi Software[17]. The program allows the staff to manage all aspects of the conference including a consolidated calendar, pertinent names, menu choices and room design.

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[16] Catering and Banquets (2009). Retrieved February 23, 2009, from Portola Hotel & Spa: http://portolahotel-px.trvlclick.com/media/docs/pdfs/Banquet09.pdf.

[17] Delphi Scheduling (2009). Retrieved February 24, 2009, from Safe-Install.com: http://delphi-scheduling.safe-install.com/.

IV.   OTHER ACADEMIC INSTITUTIONS

A.   UNIVERSITY OF CALIFORNIA, SANTA BARBARA

The University of California, Santa Barbara's (UCSB) typical enrollment consists of 20,000 students. UCSB offers more than 200 majors, degrees, and credentials through their five schools and Graduate Division. Of their 1,084 faculty members, five are Nobel Prize winners and others are elected members of various accredited associations.[18]

1.   Structure

The University of California, Santa Barbara has locations available for faculty or business related conferences, student requested events, or concerts. Our conversations with UCSB personnel revealed that each location operates independently from the other. For example, the University Center (UCEN) maintains their facilities separately from any functions that are held at other campus facilities such as the Mosher Alumni House. The UCEN organizational chart, Figure 1, demonstrates that there is an all-inclusive structure that is designed to conduct all activities associated with executing conferences. These activities include scheduling, catering, operations and financial accounting.

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[18] Our Campus (2009). Retrieved April 6, 2009, from University of California, Santa Barbara: http://www.ucsb.edu/campus/index.shtml.
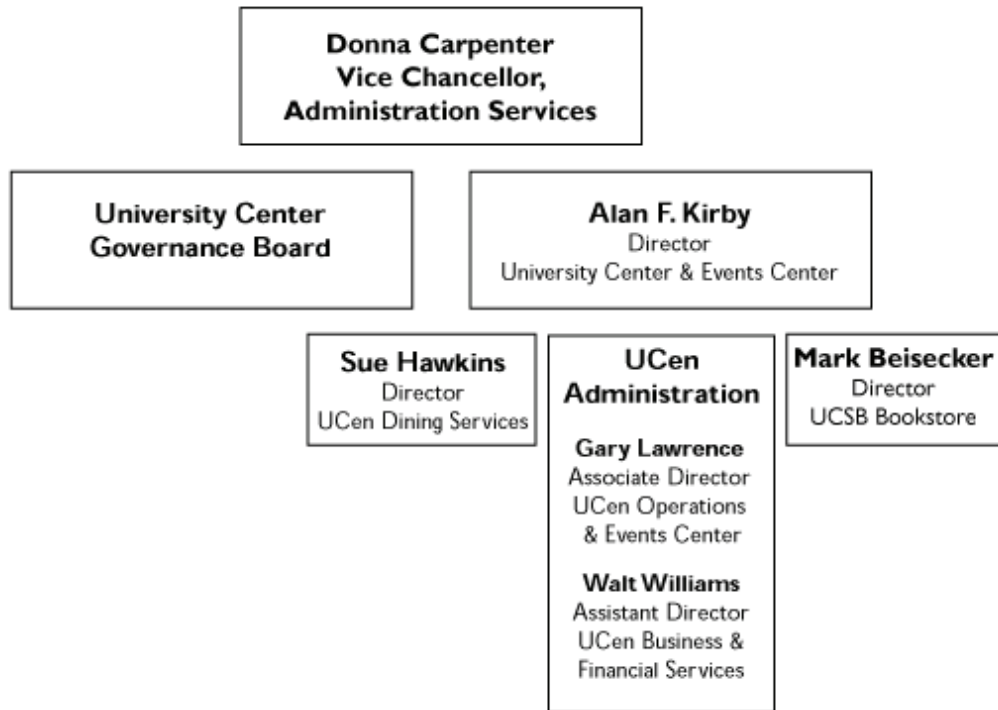
Figure 1.   UCEN Organizational Chart

UCEN offers a complete conference coordinating service. Our conversations with UCEN personnel indicated that event planning is conducted by a single conference service manager, an assistant and sixteen students who comprise the staff. The manager and assistant are career staff members while the student staff positions are temporary. The manager coordinates larger events and delegates smaller events to the assistant. The students provide logistical support in venue preparation and break down.

A host contacts the conference service manager and the catering manager. All event details are coordinated through these two representatives, including audiovisual support, room configuration, and any special requirements. The conference service manager maintains a single master calendar for available facilities within UCEN. The calendar is a product of the Event Management Software (EMS) utilized. The conference service manager conducts weekly meetings with all pertinent personnel, reviewing the events scheduled within the next fifteen days. This collaboration ensures a seamless event execution.

The success of UCEN facilities is depicted by their overall demand. Annually, UCEN conducts 500 small events, which are considered as less than 100 guests, as well as 125 larger events. Typically, events are held twenty days per month. Approximately fourteen of those days are faculty-based, larger events.

2.   Facilities

As seen in Table 4, UCSB–UCEN offers the following list of available facilities that are suitable for conferences or conference-like events. UCEN offers full catering services and any outside catering services must be approved by UCEN prior to the event. Audio Visual requirements are organized through the UCEN manager.   It is not necessary for the host to contact any other personnel or departments.

Scheduling Office	Facility	Capacity				
		Dinner/Dance	Reception	Classroom	Conference	Lecture
UCEN	Corwin Pavilion	NA	288	NA	NA	600
UCEN	Multicultural Center Theater	NA	NA	150	NA	NA
UCEN	Santa Barbara Mission Meeting Roo	NA	24	18	40	40
UCEN	Lobero Meeting Room	NA	34	27	50	50
UCEN	Harbor Meeting Room	NA	48	45	80	80
UCEN	Flying A Studio	NA	48	45	80	80
UCEN	State Street	NA	48	45	80	80
UCEN	Goleta Valley	NA	NA	12	12	NA
UCEN	Chumash	NA	NA	12	12	NA

Table 4:   Facilities available at UCEN.

3.   Cost/Pay Grades

UCEN does not conduct conference events in an effort to generate profit. UCEN services are a resource for faculty, students and the occasional individuals or groups not associated with the university. The costs associated with UCEN services are intended to cover operational expenses. The fees associated with utilizing these facilities are determined by the requestors' category. The cost schedules for students, departments, and non-university hosts are depicted in Appendix A.

Though we did not determine UCEN manager's salary, our web-based research found that the market generally provides a pay rate of $20 per hour or an equivalent

$38,000 salary.[19]   Students who are employed through UCEN receive at least minimum wage, which is $8, or up to $10 per hour. [20]   Students are permitted a maximum of 19.5 work hours per week.

4.   Summary

UCSB's structure and available resources are similar to those at NPS. UCSB has multiple facilities available for conference events, each one managed by a separate staff. This separation leads to difficulty in identifying available resources when attempting to schedule or coordinate conferences. When potential hosts require the use of multiple facilities, they must coordinate with multiple representatives.

The UCEN facility provides a host with an available conference service that manages the details and coordinates logistical support. This service allows the host to focus on his or her primary responsibilities. After a host has reserved a UCEN venue, it then becomes the conference service manager's responsibility to contact each of the multiple layers within the UCEN structure to coordinate details. NPS does not provide a similar service to the host in any facilities other than those managed by MWR. NPS hosts must actively search out the individual facility manager and additional service providers.

B.   MONTEREY PENINSULA COLLEGE

Monterey Peninsula College (MPC) is a local community college that frequently hosts profit and non-profit organizations on its structurally and technologically expanding campus. MPC has recently renovated the majority of their facilities to accommodate technological advancements, equipping them with computers, projectors, internet access and interactive whiteboards.

Our conversations with MPC personnel indicated that the hosted events may range from hourly meetings to multi-day events. However, there is a notable difference

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[19] Conference Coordinator Salaries (2009). Retrieved April 13, 2009, from Indeed.com: http://www.indeed.com/salary?q1=conference+coordinator&l1=.

[20] Labor Law (2009). Retrieved April 13, 2009, from Ca.gov: http://www.dir.ca.gov/dlse/faq_minimumwage.htm.

with respect to the types of conferences that are held on their campus compared to NPS. Events held at MPC tend to be Monterey local community oriented. The events tend to serve smaller groups, such as the City of Monterey Community Band Concert and the Latino Recognition Ceremony. Additionally, recurring conferences are geared towards community business workshops, like Resume Building and Interview Skills Workshops.

1. Structure

Conversations with MPC personnel revealed that event planning is managed by a single coordinator titled as Event Planner. Outside of scheduled classes, the Event Planner manages all requests for MPC facility usage. Once regular class sessions are scheduled into the master calendar, the Event Planner is provided a list of available dates, times and on-campus locations that may be utilized for extra-curricular events. Typically, the schedule is redone quarterly, thereby limiting future reservations for a facility to three months advance notice.

Once a facility is requested for use, the Event Planner works with the requestor to identify specific needs. These needs may vary depending on individual guest requirements. Such requirements may include handicapped access for special needs guests, the number of anticipated guests, and specific audiovisual necessities. By identifying such requirements, both the Event Planner and requestor are better able to ensure that appropriate venue locations and services are available for utilization. Additionally, the Event Planner ensures that the requestor completes all required documentation.

To better ensure that requestors' needs are met, a weekly meeting with facility supervisors is held to discuss the upcoming weekly and monthly events. Facility supervisors represent areas such as security, custodial and grounds keeping, as well as audio-visual. During our conversation with the MPC Event Planner, we noted that they estimated a 20 percent growth in event scheduling over the past couple years. That being said, the weekly meetings assist the MPC Event Planner in preventing schedule conflicts for students, faculty, staff, and event hosts, ensuring a professional event.

The Event Planner maintains and updates a master calendar, which allows all personnel involved with event functions to view scheduling changes that may impact other facility agendas. Calendar visibility is available to staff members and the general public on the MPC website.[21]. An average of three to four events occurs each week. Annually, there are approximately one hundred fifty to two hundred events conducted. The Event Planner uses Excel, Santa Rosa, and Office Teacher software to accurately communicate scheduled events. This calendar has proven to be a useful managerial tool for all facility supervisors.

The effective and efficient execution of events is dependent on the clear communication and cooperation between the Event Planner and facility supervisors. We observed that the open-ended communication contributes to a highly professional and positive environment. In our opinion, MPC continues to earn respect and support from the community due to their well-organized and executed events. The event-planning model used by MPC is well established as evidenced by their recurring events.

2. Facilities

As seen in Table 5, MPC offers facilities for conferences or conference like events. MPC does not offer any catering services. External catering is authorized, but only in the Sam Karas Room.

Scheduling Office	Facility	Capacity				
		Dinner/Dance	Reception	Classroom	Conference	Lecture
MPC	Amphitheatre	NA	NA	345	NA	345
MPC	Classrooms	NA	NA	35	35	35
MPC	College Center	NA	150	NA	150	150
MPC	Costanoan or Almaden	NA	NA	NA	20	NA
MPC	Lecture Forum 101	NA	NA	NA	75	75
MPC	Lecture Forum 102	NA	NA	NA	150	150
MPC	Lecture Forum 103	NA	NA	NA	300	300
MPC	Sam Karas Room*	NA	85	NA	85	85
MPC	Sutzman Room	NA	NA	NA	25	25
	* Refreshments authorized in this room only.					

Table 5: Facilities available at MPC.

[21]Calendar/Events (2009). Retrieved April 9, 2009, from Monterey Peninsula College: http://www.mpc.edu/Lists/Events/calendar.aspx.

3. Costs/Pay Grades

MPC does not conduct conference events in an effort to generate profit. All facilities and services are free for use to non-profit organizations. However, as seen in appendix B, organizations that are for profit incur charges for renting facilities, equipment, and services. The charges collected from requestors' cover the costs incurred from conducting the event. MPC personnel stated that revenues generated in excess of costs are returned to MPC operational funds.

MPC employees are members of the California School Employee Association Union and share a common goal to improve campus activities.[22] The Union negotiates a salary wage that pays $17.50 an hour. Regular employee wages include: "regular pay, other pay, gross pay, federal withholding tax, social security deduction, retirement deduction, other miscellaneous deduction that include health and welfare benefits and CSEA dues." [23] The Union ensures that 8.25 percent of the employee's base salary is placed towards the MPC retirement plan.[24] From our conversations, we learned that there is no authorization for overtime.

4. Summary

MPC's technologically expanding facilities and uncomplicated reservation system makes the event planning process effortless for the host. The Event Planner further ensures success through weekly coordination meetings with facility supervisors and master calendar integration. Combinations of up to date facilities, resources and streamlined processes make MPC an ideal venue for community events. The success of MPC's event planning structure offers NPS a viable model to replicate.

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[22] Employment (2005, July 1). Retrieved April 9, 2009, from Monterey Peninsula College: http://www.mpc.edu/employment/Documents/Contract-MPCCD-MPCEAContract7-05to6-08.pdf.

[23] Ibid.

[24] Employment (2007). Retrieved April 13, 2009, from Monterey Peninsula College: http://www.mpc.edu/employment/Documents/Salary Schedules-ALL as of Nov08.pdf.

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V.   DISCUSSION AND RECOMMENDATIONS

A.   WEBSITES

The popularity of websites is evidenced by the fact that at the end of 2008 there were over 186 million developed for public use.[25]   Websites are used for several applications ranging from simple information dissemination to shopping for rare items, to social networking. The popularity and convenience of websites provides an opportunity to consider it as a possible solution to the challenges faced by NPS for conference coordinating.   Thus, with the construction of a website come advantages and disadvantages.

1.   General Advantages and Disadvantages

Creating a website is a low cost solution that involves Information Technicians or a webmaster for design purposes. A website is accessible to anyone, anywhere, and it provides a single location to find information regarding schedules, points of contact, and procedures. The website can be constructed to be linked from and to the existing NPS website.

One disadvantage to utilizing a website as an outlet for coordinating conferences is its inability to execute necessary tasks. There must be designated personnel available to coordinate and execute facility requests. A website merely provides a tool for hosts and service departments to utilize. Additionally, the information posted on the website will need to be compiled regularly and validated from multiple sources.

2.   Evaluation by Challenge

a.   Facility Scheduling

A website would address the challenges of facility scheduling by providing information such as points of contact, facility capacities and resource availability in calendar format. Information and sample request forms for all reservation

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[25] W. Gruener (2009, January 5). The Tech Generation. Retrieved May 28, 2009, from TGDaily.com: http://www.tgdaily.com/content/view/40811/118/.

aspects, including audio visual and logistical support, could be provided as well. However, a website would not resolve the challenge of multiple authorities managing facilities. Moreover, it still remains essential for the host to contact the appropriate facility manager(s) for scheduling clarification and form delivery.

b. MWR

Currently, MWR has a website linked from the NPS website that provides information regarding their services. An additional website or additional information posted on their current website would not remedy the challenges faced with conference coordinating. This is evidenced by the current challenges encountered when working with MWR.

c. Personnel Continuity

A website can assist with the challenge created by personnel continuity by providing continued information on business procedures in a succinct and easily obtainable format. A website cannot, however, assist in creating or maintaining working relationships. An established working relationship between service departments and hosts is beneficial for smooth event planning.

d. Funding

A website will not address DoD's policy restricting payment for goods and services prior to receiving them and therefore does not resolve the funding challenges faced by hosts while trying to coordinate conferences at NPS.

B. INTERNAL CONFERENCE COORDINATOR POSITION(S)

The creation of a conference coordinator position(s) could be a beneficial, long-term solution that provides an additional resource for NPS faculty, staff and guests for conference planning. Through our conversations and observations, we determined that a conference coordinator should be responsible for:

- Following up on and understanding the details that emerge with conference planning

- Communicating changes or concerns with facility managers

- Ensuring that resources are available and set up within a timely manner

- Ensure that government documentation is appropriately processed

- Catering services are provided

- Funding is tracked

- Convention type operations occur seamlessly

The individual that fulfills the conference coordinator position requires the ability to work independently, is well-organized, mature, well-spoken, experienced, detail oriented, understands and is able to adapt to protocol. Additionally, the individual must exhibit strong characteristics, including administrative and communication skills.

1.   General Advantages and Disadvantages

An advantage of a creating a conference coordinator position(s) is having a single point of contact embedded at NPS. This additional resource creates a centralized point of contact established solely for the purpose of alleviating the burden that currently exists for faculty, staff and assistants assigned the task of planning a conference event. A conference coordinating resource reduces ancillary research and planning time that is wasted during various planning phases. Creating an official conference coordinator position(s) at NPS emphasizes the importance of hosting conferences. It reinforces NPS's commitment to excellence and encourages faculty to confer with colleagues and peers in an environment that is designed to maintain and improve the status of NPS as an academic leader.

A disadvantage to creating a conference coordinator position(s) is the initial overhead cost, which will be additional and un-recoupable. These costs will consist of personnel salary, scheduling software and necessary training and will directly impact NPS's financial bottom line. Conferences that are coordinated with an external company disperse their costs amongst participants. For example, a faculty conference held at a local hotel or conference center costing $20,000 would simply require attendees to pay a fee in order to cover the expenses. By contrast, the coordinator position(s) salary,

necessary scheduling software, and training will come directly from the annual funds allocated to NPS for faculty, administrators and staff.

2. Evaluation by Challenge

a. *Facility Scheduling*

The conference coordinator should be responsible for managing and scheduling the facilities currently assigned to the Flag Administration Office, the Initiatives for Advancement office, and any unscheduled classrooms. The coordinator would manage hosts' additional requests for audio visual and logistical support. The coordinator would provide the host with a single point of contact for necessary conference support, managing all details except catering. The host is still required to utilize MWR catering services for the conference, assuming food will be served. A conference coordinator scheduling facilities appears seamless to the requestor.

b. *MWR*

Creating a conference coordinator position will not directly remedy the challenges associated with MWR. Indirectly, the position will facilitate communication between MWR catering and the host. However, a conference coordinator acts as a liaison between the MWR staff and the requestor to ensure desired menu items and event timelines are achieved. This structure is similar to what is available at UCSB's UCEN where the conference service manager and the catering manager are the two points of contact with whom the host must communicate.

c. *Personnel Continuity*

By establishing a permanent conference coordinator position(s), the issues that pertain to personnel continuity would no longer exist. A coordinator would have the pertinent information necessary to manage the conference execution. When personnel from other academic, administrative, and service departments transfer, corporate knowledge that is gained through a planning process remains with the coordinator. Thus, personnel continuity remains intact enabling smooth operational flow.

Personal contact is required at all facets of the conference planning and execution phases. Having a conference coordinator would strengthen working relationships by increasing face-to-face interaction with service managers. Incorporating a weekly meeting with service mangers would facilitate smooth execution. This model is much like MPC and UCEN. Additionally, this position would assist in creating a professional rapport and ensuring a polished end product.

d. Funding

To reiterate, the challenge in funding is the government policy restricting money disbursement, i.e., payment will not be provided until all services are fulfilled.[26] This policy is contradictory to commercial market practice, which typically requires a down payment or reservation fee. Given that this policy will not change, a conference coordinator cannot address funding issues. However, a coordinator would simplify the process of conducting conferences on campus. This simplification would encourage hosts to utilize NPS facilities vice commercial facilities. The execution of conferences on campus inadvertently alleviates the funding challenge.

C. MWR PERFORMING CONFERENCE COORDINATOR

The idea of MWR performing the responsibilities of conference coordinator appears to be a natural fit because they already manage existing resources and facilities. MWR perform services similar to conference coordinating whenever guests choose to utilize the facilities at Herrmann Hall. Expanding their responsibilities to include NPS campus facilities listed in Table 2, a likely course of action.

1. General Advantages and Disadvantages

An advantage to creating a conference coordinator position within MWR is that they already have an existing management structure. MWR also has an established financial system, the leverage to increase or decrease the number of personnel employed as necessary and available advertising channels. MWR is already in the practice of

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[26] Download (2009, January 1). Retrieved May 14, 2009, from Office of the Law Revision Counsel: http://uscode.house.gov/download/pls/31C33.txt.

conducting the functions for conferences. However, they are currently limited to their assigned facilities management within Herrmann Hall.

MWR's catering services have a reputation of being overpriced and not focused on customer service. Assigning additional responsibilities to MWR merely increases their influence but does not improve their customer service. The effects of increasing the monopoly power of MWR without remedying the problems associated with customer service will merely amplify the existing challenges.

2. Evaluation by Challenge

a. *Facility Scheduling*

By consolidating the responsibility of all potential conference facilities into MWR's administrative and operational infrastructure, we provide the host with a single point of contact to efficiently plan their conference. This remedies the existing challenge of having the host contact each of the four facility managers and additional service departments. This design is similar to both MPC and UCEN structures in coordinating venue logistical support. Where MPC and UCEN lack in catering competencies, MWR can capitalize on those weaknesses. A host is able to contact one individual at MWR to coordinate all logistical support.

b. *MWR*

The crux of MWR's challenge is the perception of poor customer service and overpriced services. It appears the potential customers that MWR does not capture tend to have a negative perception towards MWR's customer service. This may have been attributed to a single experience or multiple poor experiences that labeled MWR as not accommodating. One poor experience and word of mouth can travel quickly on campus. The negative reputation places a burden on MWR. MWR needs to demonstrate its' determination to refocus its' efforts towards customer service.

In order to remedy this challenge, MWR must change this perception. MWR has the proficiency required to perform tasks associated with conference coordination. If MWR establishes working relationships with the various hosts, word of

mouth promotion should take effect. Currently, MWR can conduct professional and well-executed banquet events in the McNitt Ballroom. If MWR applied that same fervor towards the conference market, it could create a new core competency.

Another way MWR can change the perception of its services is to advertise. By advertising the benefits of conducting conferences on campus, MWR could capture an existing customer demand. These benefits include:

- Increase convenience for hosts
- Decrease logistical requirements on faculty and staff
- Support for MWR programs benefiting military service members and NPS faculty
- Increase student visibility for possible research topics
- Increased campus visibility, enhancing public awareness
- Low cost of facilities and catering service compared to commercial market

Advertising is an important aspect to any business practice and can directly affect customer goodwill.

MWR should be cognizant of the typical affects of being a monopoly, such as poor customer service and lack of ambition.[27] In order to nullify these effects we recommend creating an employee pay schedule with an incentive program using guidance provided in BUPERSINST 5300.10A entitled "Awards".[28] Currently, $55-60,000 is the salary of a catering sales manager. By utilizing an incentive program, the base pay could be decreased to $40,000 with an additional $0.50 for each guest attending the catered event. Evaluating the 2008 utilization rates, catering services were provided for 45,728 guests, which is equivalent to $22,864 in annual incentive income. The incentive pay structure would be beneficial for the manager as well as the customer. The

[27] D. Robertson (2008, August 21). Business. Retrieved June 3, 2009, from Timesonline.com: http://business.timesonline.co.uk/tol/business/industry_sectors/transport/article4576617.ece.

[28] PERS-653 (2003, May 27). *www.mwr.navy.mil/mwrprgms/bupers5300_10a.pdf*. Retrieved June 23, 2009, from www.mwr.navy.mil/mwrprgms/bupers5300_10a.pdf.

manager benefits by having the opportunity to directly affect their income. The customer benefits by receiving more enthusiastic and attentive customer service.

c.   *Personnel Continuity*

The challenge with personnel continuity is not a concern with MWR. Personnel typically occupy their position for five years or more. Thus, this keeps the rotation or turnover rate to a minimum, which is beneficial for the host by retaining MWR's existing corporate knowledge. The retained corporate knowledge has aided in shaping their standard operating procedures (SOP). These SOPs have been developed to maintain consistency. Incorporating scheduling software can assist personnel with continuity as well by providing visibility to available and reserved facilities.

d.   *Funding*

The existing challenge with funding at MWR is minimized. The host will no longer have the need to search for commercial vendors. Nor will hosts be placed in an uncomfortable position when entering contracts that require an initial payment percentage for services not received. The ease in contracting with MWR, provided that contracts are not arbitrarily changed without proper notification, makes this process less cumbersome and ideal for conference hosts.

D.   CONDUCTING CONFERENCES OFF SITE ONLY

The Monterey Peninsula has many venues offering complete conference coordinating services. The venues include the Portola Hotel and Spa, Embassy Suites, and Asilomar Conference Grounds. Because the commercial market is very competitive, each venue competes for the hosts' business and provides a professional service. The hotels and conference center manage all necessary details for a host, including facility preparation, audiovisual support and catering.

1.   General Advantages and Disadvantages

Conducting all conferences away from NPS Campus can be advantageous. The host can focus their attention on NPS's critical tasks. The host can delegate the details of

the event to the commercial service provider for appropriate execution. Another advantage that could result from conducting all conferences off campus is to improve community relations with the Monterey Peninsula businesses by generating additional revenues for the area.

The significant disadvantages to conducting all conferences off campus could directly influence NPS's overall mission. Conducting all conferences off campus could decrease visibility of the school and school facilities. The campus is rich with local and military history, which provides an elegant and professional backdrop for conferences. If visibility of NPS facilities is decreased, it could directly affect the perceived necessity for improvements and revisiting base realignment and closure.

2. Evaluation by Challenge

a. Facility Scheduling

The challenge of contacting three separate scheduling offices at NPS would be nullified. However, the challenge of identifying, researching and scheduling a possible venue for a conference would be amplified. All facilities within the Monterey Peninsula area would be considered. The host would need to educate themselves on all the facilities available within the area.

b. MWR

The current challenge in understanding MWR's mission, capabilities, and services would be diminished. With all conferences held off campus, it would be unnecessary for the host to utilize MWR services. The decrease in MWR utilization rates could directly affect revenues generated via catering services, which in turn would impact the Category B, partially funded programs. A decrease in the revenues generated and support for programs can detrimentally affect MWR's mission and military service member retention.

c.   *Personnel Continuity*

There are no existing issues for personnel continuity when working with an external conference coordinating company. Staff and service managers are hired for their level of experience and professionalism. Any dilemmas that may occur internally to the company are generally handled so that it is not visible to the host or conference guests. No matter what the continuity is for the host, the host can be assured that all details will be handled by the conference coordinating company.

d.   *Funding*

The challenges associated with funding would be amplified if all conferences were held off campus. There already exists a processing time delay for the Fleet and Industrial Supply Center (FISC) after receiving a host's request. The natural progression for a request comes from the host, to the comptroller, then to the FISC. Once the FISC approves the host's request in an undetermined time frame, they issue a check back to the comptroller, and then to the host.

This delay has the potential to create tension between the conference company and the host. The host is forced to ask the company to adjust their standard operating procedures in order to accommodate the government's methods for payment. The company may not be accommodating to receiving delayed payment. Thus, the host is forced to continue searching for an organization that is service oriented.

VI.   CONCLUSION

A.   PROJECT SUMMARY

On campus, conferences have long been a means to pass information and promote educational growth. Although conferences are not a critical task to the success of NPS, they can improve reputation, visibility, and enhance educational development.

By evaluating the facilities and staff structure of other educational institutions and commercial businesses, we determined that successful models incorporated a centralized facility scheduling office, a centralized calendar, and a reduced number of personnel required to coordinate and communicate with the host. Additionally, these models consolidated logistical support requests under a single coordinator who conducted weekly meeting with service department managers to ensure professional event execution.

We determined that NPS facilities are comparable to those available at other educational institutions. The comparison included the University of California Santa Barbara and Monterey Peninsula College. NPS facilities were also compared to commercial businesses such as the Portola Hotel and Spa. We concluded that NPS offered resources similar in size and technology. However, individuals desiring to host conferences at NPS are faced with a number of challenges. The four main challenges that we focused on are:

- Facility Scheduling—NPS scheduling is not automated and is separated among four different offices.
- MWR/Catering—Developed a poor reputation and is considered overpriced.
- Personnel Continuity—Different hosts assigned to plan conferences are constantly re-learning the process.
- Funding—There are policy restrictions on government payment to commercial businesses.

We proposed four recommendations and evaluated how well each impacted the current challenges. The recommendation that best addressed the challenges was assigning conference-coordinating responsibilities to MWR. This recommendation

comes with a caveat that specific changes occur within MWR. Those changes must be able to counter the effects of a monopolistic business model, such as poor customer service.

The consolidation and assignment of all available conference venues within MWR provides the host with a single point of contact for scheduling. The coordination assists the host with audio visual and all necessary logistical support. This coordination thereby reduces the supplementary workload and number of task requirements for the host to manage. The conference coordinator, as a single point of contact, could provide better service ensuring a professional experience is delivered to all conference attendees.

APPENDIX A: UCEN COST SCHEDULES

Student Organizations Registered with the Office of Student Life

ROOM RENTAL RATES

ROOM	CAPACITY			PRICE
Conference Rooms:	Lecture	Classroom	Banquet	
Flying A Studios	80	45	48	One conference room
Santa Barbara Mission	40	18	24	per week free
Santa Barbara Harbor	80	45	48	
Lobero	50	27	34	
State Street	80	45	48	
Goleta Valley*	N/A	N/A	N/A	
Chumash*	N/A	N/A	N/A	
Corwin Pavilion	600	200	300	$100 per Day Plus Labor: $100
Hub Rental	Maximum Capacity: 800 People			$150 per Day, Plus $35/hr. extended
Cliff House	Maximum Capacity: 100 People			$45 Rental Fee, $75 Custodial Deposit

*The Chumash and Goleta Valley Rooms are permanently set up in a boardroom style.
A conference table is surrounded by ten chairs. Six extra chairs are placed along one wall.
These setups cannot be changed.

AUDIO VISUAL EQUIPMENT (Maximum charge up to 4 hours)

EQUIPMENT	PRICE
Overhead	$4.25 p/h
Slide Projector	$5.00 p/h
TV / VCR Carts	$8.00 p/h
Laser Pointer	$2.00 p/h
Telephone	$25 flat fee
Wireless Internet Access Port	Free
Data Projector	$26.00 p/h
Easel	$10.00 flat fee

Furniture Available at No Charge
Podium/table podium, dry erase board, assorted tables.

UCSB Campus Department Events

ROOM RENTAL RATES

ROOM	CAPACITY			PRICE
Conference Rooms:	Lecture	Classroom	Banquet	
Flying A Studios	80	45	48	$30 for 2 hours, $45 up to 4 hours
Santa Barbara Mission	40	18	24	$10 each additional hour
Santa Barbara Harbor	80	45	48	
Lobero	50	27	34	
State Street	80	45	48	
Goleta Valley*	N/A	N/A	N/A	
Chumash*	N/A	N/A	N/A	
Corwin Pavilion	600	200	300	$250 for 4 hours, $30 ea add'l hr. plus labor $100
Hub Rental	Maximum Capacity: 800 People			$400 per day, Plus $35/hr. extended plus labor $100
Cliff House	Maximum Capacity: 100 People			$55 per day

*The Chumash and Goleta Valley Rooms are permanently set up in a boardroom style.
A conference table is surrounded by ten chairs. Six extra chairs are placed along one wall.
These setups cannot be changed.

AUDIO VISUAL EQUIPMENT (Maximum charge up to 4 hours)

EQUIPMENT	PRICE
Overhead	$4.25 p/h
Slide Projector	$5.00 p/h
TV / VCR Carts	$8.00 p/h
Data Projector	$26.00 p/h
Laser Pointer	$2.00 p/h
Telephone	$25 flat fee
Wireless Internet Access Port	Free
Easel	$10 flat fee

Furniture Available at No Charge

Podium/table podium, dry erase board, assorted tables

Non University Events

ROOM RENTAL RATES

ROOM	CAPACITY			PRICE
Conference Rooms:	Lecture	Classroom	Banquet	
Flying A Studios	80	45	48	$70 for 2 hours
Santa Barbara Mission	40	18	24	$110 up to 4 hours
Santa Barbara Harbor	80	45	48	$15 ea. Addtl hour
Lobero	50	27	34	
State Street	80	45	48	
Goleta Valley*	N/A	N/A	N/A	
Chumash*	N/A	N/A	N/A	
Corwin Pavilion	600	200	300	$550 for 4 hours, $85 ea. add'l. hr., plus labor $100
Hub Rental	Maximum Capacity: 800 People			$800 per day, Plus $35/hr. extended plus labor $100
Cliff House	Maximum Capacity: 100 People			$330 per day, $250 custodial dep.

*The Chumash and Goleta Valley Rooms are permanently set up in a board room style.
A conference table is surrounded by ten chairs. Six extra chairs are placed along one wall.
These setups cannot be changed.

AUDIO VISUAL EQUIPMENT (Maximum charge up to 4 hours)

EQUIPMENT	PRICE
Overhead	$4.25 p/h
Slide Projector	$5.00 p/h
TV / VCR Carts	$8.00 p/h
Data Projector	$26.00 p/h
Laser Pointer	$2.00 p/h
Telephone	$25.00 flat fee
Wireless Internet Access Port	Free
Easel	$10.00 flat fee

Furniture Available at No Charge
Podium/table podium, dry erase board, assorted tables

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APPENDIX B: MPC COST SCHEDULE

MONTEREY PENINSULA COLLEGE FACILITY USE CHARGES

Organization: _____ Date: _____

FAIR VALUE RENTAL FEES		Rate	Per Hour	# hrs	Rental
Amphitheatre		$25.00	per hour	0	$0.00
Classrooms, Basic w/o VCR		$18.00	per hour	0	$0.00
Classrooms, SMART include PC/DVD/CD, Projector and Internet		$34.00	per hour	0	$0.00
College Center, Student Areas		$150.00	per hour	0	$0.00
College Center: Costancan or Armaden		$18.00	per hour	0	$0.00
Lawn Areas		$20.00	per hour	0	$0.00
Lecture Forum 101, 102 or 103		$75.00	per hour	0	$0.00
LTC Sam Karas Room #233		$75.00	per hour	0	$0.00
LTC Stutzman Seminar Room #232		$34.00	per hour	0	$0.00
Music: Hall		$46.00	per hour	0	$0.00
Music: Choral Room		$24.00	per hour	0	$0.00
Music: Grand Piano Rental and Tuning		$200.00	per event	0	$0.00
PE Athletic Field	Hours 1-4	$100.00	per hour	0	$0.00
PE - Athletic Field	Hours +4	$25.00	per hour	0	$0.00
PE - Baseball or Softball Field		$10.00	per hour	0	$0.00
PE - Dressing Room		$10.00	per hour	0	$0.00
PE - Gym Basketball Court/Floor Only		$44.00	per hour	0	$0.00
PE - Gym with Bleachers	Hours 1-4	$100.00	per hour	0	$0.00
PE - Gym with Bleachers	Hours +4	$35.91	per hour	0	$0.00
PE - Locker Rooms		$13.00	per hour	0	$0.00
PE - Stadium	Seats 2,900	$200.00	per hour	0	$0.00
PE - Swimming Pool		$34.00	per hour	0	$0.00
PE - Tennis Courts		$34.00	per hour	0	$0.00
PE - Track & Field	Striping additional	$20.00	per hour	0	$0.00
PARKING LOT RENTAL	A - 586 + 8 Handicap spaces	$400.00	per day	0	$0.00
	B - 258 + 12 Handicap spaces	$200.00	per day	0	$0.00
	C - 395 + 11 Handicap spaces	$300.00	per day	0	$0.00
	D - 207 + 11 Handicap spaces	$275.00	per day	0	$0.00
PARKING PASSES REQUIRED M-F	$1.00/each	$1.00	each day	0	$0.00
PLUS PERSONNEL OVERTIME FEES; 2 hour minimum		**Rate**	**Per Hour**	**# hrs**	**Personnel**
Custodial - Basic Bottom Line Direct Cost		$28.90	per hour	0	$0.00
Grounds - Set-up and Take Down		$20.44	per hour	0	$0.00
AV - Technician for Media Services		$30.96	per hour	0	$0.00
Athletics Event Coordinator		$20.00	per hour	0	$0.00
Custodial and AV Technician		$59.86	per hour	0	$0.00
Custodial and Grounds		$49.34	per hour	0	$0.00
Custodial and Pool Technician		$46.74	per hour	0	$0.00
Custodial, Grounds and Pool Technician		$67.18	per hour	0	$0.00
Custodial, Grounds, Pool and AV Tech		$98.15	per hour	0	$0.00
Custoidal, AV and Grounds		$80.24	per hour	0	$0.00
Security		$21.96	per hour	0	$0.00
PLUS UTILITIES USAGE FEES*; 2 hour minimum		**Rate**	**Per Hour**	**# hrs**	**Utilities**
Choral Room		$7.54	per hour	0	$0.00
Classroom		$3.75	per hour	0	$0.00
College Center		$19.97	per hour	0	$0.00
Gymnasium		$43.54	per hour	0	$0.00
Lecture Forum 101, 102 or 103		$13.56	per hour	0	$0.00
Locker Rooms		$5.00	per 100 people/hr	0	$0.00
Music Hall		$12.97	per hour	0	$0.00
Sam Karas Room		$7.54	per hour	0	$0.00
Seminar Room		$3.75	per hour	0	$0.00
Swimming Pool		$32.50	per hour	0	$0.00
Consumables, extra paper products		$50.00	per full day event	0	$0.00
*Utility Usage Fee includes heat, A/C, electricity, water, sewer, and product consumables.					**TOTAL FEES**
TOTAL COST OF MPC EVENT RENTAL					**$0.00**

Effective September 1, 2004

41

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