

University of Washington
Faculty Council on University Facilities and Services
April 14, 2011
26 Gerberding
10:00-11:30 AM

Meeting Synopsis

1. Approval of Minutes for March 17, 2011 Meeting
 2. Non-Saturday Football/Transportation Post-Mortem/Plans
Stephanie Rempe, Intercollegiate Athletics
Joshua Kavanagh, Director, Transportation Services
Robert Stacey, Dean of Humanities, ACIA Chair
 3. Football Stadium Project
Stephanie Rempe, Intercollegiate Athletics
John Palewicz, Program Management, Capital Projects Office
 5. Adjournment
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Call to Order

Council chair Bill Rorabaugh called the meeting to order at 10:00 a.m.

1. Approval of Minutes

The minutes from the March 17, 2011 meeting were approved as written.

2. Non-Saturday Football/Transportation Post-Mortem/Plans

Stephanie Rempe, Intercollegiate Athletics
Joshua Kavanagh, Director, Transportation Services
Robert Stacey, Dean of Humanities, UW NCAA Rep.

Stephanie Rempe, Intercollegiate Athletics, gave a timeline of events [**Attached – Appendix A**] and a recap [**Attached – Appendix B**] of the Thursday, November 18, 2010 football game at Husky Stadium.

In the course of presenting the two documents, Rempe said that it was a large oversight on the part of Intercollegiate Athletics (ICA) to not let academic units know in January 2010 that a Thursday night game was a possibility. Instead, academic units basically didn't know until August or September, when people started really recognizing how the game would affect things. Also, the task force could have started sooner.

There were also issues with the way parking lots were selected on campus. Josh Kavanagh, Director, Transportation Services, said that the issues were in both the selection of parking areas and in not knowing what the all-day parking demand would be like, and they overshot on the number of stalls needed and the concentration of those stalls. He said there are ways to manage parking that would be less disruptive in the future, and that the amount of all-day parking used for the game could be significantly reduced earlier rather than later in the process. However, they were successful in working with ICA as the game got closer and they got a better idea of parking needs. It was explained that, although the overall attendance was low (45,000), student attendance was good and the Montlake parking lots were the most full they'd been all season long. However, they weren't full all day. With that

new understanding, future impacts could be reduced, particularly early in the day, though the evening could be more significantly impacted with higher attendance.

Rorabaugh said that the council was having this conversation because Senate chair JW Harrington said he'd seen more angry emails and comments on this issue than any other issue this year. Rorabaugh added that from his perspective, people were asked to vacate the Padelford lot far earlier than was necessary, as the peak use of that lot is during the midday period.

Robert Stacey, Dean of Humanities and chair of the Advisory Committee on Intercollegiate Athletics (ACIA), said that there were failures in the President's office and on the ACIA. The President was aware of the game and had to take the lead in saying to the academic community and the ICA that there were going to be sensitivities and symbolic issues, and the symbolism was bad on this one. Closing parking lots to faculty and staff for tailgate parties is a poor message and it could have been done better if there was attention from the administration early on. It was an unusual situation, with President Emmert on the way out and Interim President Wise on the way in, having not dealt with athletics as Provost. And although ICA notified the ACIA, they did not immediately grasp all the ramifications, which was an oversight in retrospect. Essentially, it comes down to the gap between intense logistical planning and communication. Because ACIA didn't catch it and the President's office didn't take the lead, academic operations didn't really catch on to the fact that the Thursday game was happening until October, and by then it was too late to change things. With better communication and leadership early on, it would have gone better.

In the ensuing discussion, a number of further points were made:

- From one faculty member and parking permit holder's point of view, there was good communication all Fall quarter, although there was still a great outcry.
- If the planning and communication started in the previous Spring, it would give people more time to figure out how to make it work well in advance, before more conflicts arose.
- With a new television deal for the Pac-12 conference coming, we should prepare for future weekday games.
- The Thursday game, in between Thursday Veterans Day and Thanksgiving Day holidays, exacerbated the problem; Friday would be better.
- Symbolism was a huge problem; gains to ICA should be downplayed and other things (such as exposure for the university) should be emphasized.
- ICA deserves credit for never asking anybody to cancel classes. This was a case where those who were more in tune with issues of symbolism didn't figure out the details of the event fast enough, and didn't have the logistical knowledge of how vast an undertaking the event would be.
- Sometimes, perception can be more important than reality.

Both Stacey and Rorabaugh were to furnish reports of the discussion and game to the Senate Executive Committee. [The reports are available as Exhibit E in the SEC minutes of May 2, 2011, http://www.washington.edu/faculty/facsen/sec_minutes/10-11/sec_050211.pdf.]

3. Football Stadium Project

Stephanie Rempe, Intercollegiate Athletics

John Palewicz, Program Management, Capital Projects Office

John Palewicz, Program Management, Capital Projects Office, gave an update on the Husky Stadium renovation project, showing a video rendering of the stadium and floor-by-floor plan details. He mentioned that the track would be moved north of the soccer stadium, and Intramural Activities would get a new turf field east of the driving range. As he went through the plan sheets, he highlighted design details, including: seats that are closer to the field, a 200-spot parking garage, an active football operations building on the west end of the stadium (with a brick exterior more compatible with Hec Edmundson Pavilion and the rest of campus), the removal of circular ramps on the south side, a more secure pressbox, and an increased number of elevators. He also noted that the arrangement for commencement ceremonies would have to be a little different, that the Sound Transit station would be about 90 feet from the stadium, and that there would be a sports medicine facility in the stadium open to the public.

In response to a question about current football spaces, Palewicz said that all football operations will be moved to the new building on the west end, including a football-only weight room, which will open up the general UW athletic weight room for more use by other teams. The football team will not be isolated from other student-athletes and will still be very close to other facilities. As current football spaces become open, ICA is evaluating needs and will determine their future use.

Palewicz reminded the council that the first game in the newly renovated Husky Stadium would be in 2013, against Boise State University.

4. Adjournment

The meeting was adjourned at 10:50 a.m.

Minutes by Craig Bosman, Faculty Council Support Analyst
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Present:

Faculty:	Rorabaugh (Chair), Gates, Ozubko, Proksch, Treser
Ex Officio:	Zuchowski, Coslett
President's Designee:	Kennedy
Guests:	Stephanie Rempe, Joshua Kavanagh, John Palewicz, Robert Stacey, Alex Bolton

Absent:

Faculty:	Chizeck, Little
Ex Officio:	Goldblatt, Walker

**University of Washington Department of Intercollegiate Athletics
Thursday, November 18, 2010
UW v. UCLA Football Game Summary Timeline**

January 2010

Discussions initiated by ESPN with the University of Washington, UCLA and the Pac 10 Conference regarding moving the November 13th game to November 18th. Internal discussions began between ICA and the President, Mark Emmert and between ICA and Transportations Services.

February 2, 2010

The first meeting was called by athletics to discuss the scenarios with the university administration. Attendees included Scott Woodward, Eric Godfrey, Mindy Kornberg, Theresa Doherty, Patty Riley, Ralph Robinson, John Vinson, Charles Kennedy, Stephanie Rempe and OD Vincent. In addition, ICA contracted with Seattle Hospitality Worldwide (SHW) to determine feasibility of transporting fans due to Metro's inability to operate their regular game day service.

February – March 2010

Discussions continued between Transportation Services and ICA to determine feasibility of managing a Thursday night game from a parking perspective. SHW shared their findings on the feasibility to manage transporting fans.

April 2010

The contract between ESPN and the University of Washington was signed. ICA internal meetings were scheduled to share the communication and logistics plan for the game. April 26th was the press conference announcing the game. Immediately following the press conference a meeting was set for the same group of campus constituents from the February meeting.

May – August 2010

Meetings detailing the communications and logistics plans continued. Information was shared throughout the summer with various constituent groups. SHW and ICA secured park and ride options for fans by securing numerous parking lots throughout Seattle and the surrounding communities.

September 2010

A task force of campus constituents began regular meetings to provide progress reports from campus departments. The task force consisted of representatives from university media relations, educational outreach, transportation services, health sciences, human resources, ICA, regional relations, UAA, student life, UWMC, provost office, arts and sciences dean's office, ACIA and faculty senate. The transportation website was launched. UCLA parking pass requests were due. Key message points were delivered through website, social media, email blasts, in game video boards, media outlets, etc.

October 2010

The Commuter Services communication plan was implemented including email messages, website launch, pledge promotion, signage notification. Post cards were sent to neighborhoods offering free tickets.

November 18, 2010

The University of Washington beats UCLA. Post mortem meetings were scheduled with the ICA internal staff, the task force, faculty senate chair and ACIA.

**University of Washington Department of Intercollegiate Athletics
Thursday, November 18, 2010
UW v. UCLA Football Game Recap**

Overview

On Thursday, November 18, 2010 at 5:00 p.m. the University of Washington hosted a football game against UCLA. In order to accommodate a Thursday night football game there were several concessions made throughout the university community, the campus neighborhoods and by Husky ticket holders. The planning was extensive and communication was critical. Although the disruption was felt throughout the campus and surrounding community, the result was a well executed event that resulted in intangible benefits for the university and athletics department. More than two million people watched the game on ESPN. The university received national media exposure and enhanced the relationship with ESPN that will benefit future negotiations with the media partner.

Parking and Transportation

Throughout the summer the athletics department spent extensive time on the parking and transportation logistics. There was a significant financial commitment to ensure a smooth transportation experience for the fans. Metro was not able to provide the inbound service for a Thursday night game because of their regular weekday service. As a result numerous parking lots throughout Seattle and the surrounding communities were secured to create a park and ride system similar to a Saturday game utilizing charter and school busses for transportation. Although the system of shuttling fans to the game was different from a standard Saturday game and the costs were significantly more, the fan experience was positive.

Football parking permits for ticket holders, ICA and game day staff were significantly reduced. In order to accommodate the reduced number of permits, ICA and Commuter Services worked to secure all parking east of Montlake and an additional 1500 spaces on campus for football game day parking. Commuter Services worked to communicate the altered daily transportation plan to faculty, staff and students and to provide incentives to change employee commute behavior on November 18th. Many campus constituents who drove to campus were asked to park in alternate lots to accommodate the football parking permits.

Campus Planning

Support from the University Medical Center was crucial. From the initial meeting and phone conversations with UWMC, there was significant support to helping make the Thursday night game a success. UWMC worked internally to determine a work schedule. UWMC worked with university human resources to manage the employees and Commuter Services to manage the parking concerns.

A task force was created to provide progress updates for alternative transportation, work schedules for employees and campus facility schedules. This group helped develop a campus communications plan to manage the messages to faculty, staff and students. The task force representatives from human resources, commuter services, student affairs, police, community relations, UWMC, facilities, Educational Outreach, ACIA, and undergraduate education attended the weekly meetings.

Communication

Communication was crucial to ensuring a smooth event day. ICA, Community Relations and Commuter Services utilized numerous resources to communicate with campus constituents, fans, ticket holders and area neighborhoods.

The communication plan for campus contained messages from university representatives to faculty, staff and students. Emails, signage, websites, campus newspaper, radio, television and social media outlined the transportation plan, the work relief options available for employees and the emphasized the importance of

the national exposure the university would receive. Commuter Services directed employees to a website to pledge to change behavior. With a goal of getting 4,000 employees to pledge, resulting in behavior change, 5,500 employees pledged. Email messages were sent directly to employees with specific parking permits with instructions on how best to navigate campus on November 18th. Flyers and signage were distributed well in advance of November 18th to warn campus constituents of the impending event.

The communication plan for fans emphasized three points: plan ahead, arrive early and Beat the Bruins. In addition there were strong efforts to direct fans to www.gohuskies.com to register for the shuttle service. Communication for fans took place in the summer and all football season through www.gohuskies.com, social media efforts, local media outlets, direct emails, mailings, public address announcements at games, video board messages, special feature stories, etc.

The communication plan for neighborhoods included working with CUCAC, Seattle City Council and King County Council to get the information to the area residents. Thousands of area residents received post cards inviting them to the game with redeemable vouchers for tickets. 786 tickets were issued through the postcard program.

The media blitz by the local news outlets proved successful from the enormous decrease in commuter traffic surrounding the stadium.

Future planning

Additional opportunities for the University of Washington to play a football game on Thursday night may be presented. The university and athletics department is will attempt to minimize the impact on the campus, neighborhoods and fans. ICA will work to plan a Thursday night game during the 2012 season while the team is playing at Qwest Field. After 2012 ICA will make efforts to schedule any potential Thursday night games prior to the academic quarter's first day of classes when possible.

Once a future week night game contract is signed, immediately notifying the academic, facility and event units is paramount. Allowing these units to plan class schedules, facility usage and other campus events with minimal conflict around the game is crucial. Of note, November 18th was a Thursday night between Veteran's Day and Thanksgiving, therefore Thursday classes were affected three weeks in a row.

Although the task force was very effective, it is important to engage this group earlier in the planning.

It is important to note that 60,500 tickets were distributed for the game. The scanner count of tickets taken at the gate was 45,000. If 70,000 fans arrived at Husky Stadium on November 18th the outcome may have been vastly different.

Commuter Services will work to secure parking locations that minimize disruption.

Summary

Although the event was well-executed logistically with minimal issues on game day, the impact on campus units leading up to November 18th was extensive. There is no way to quantify the financial impact from the national exposure nor the impact of the loss in productivity. The decision to host a Thursday night game was done with thoughtful deliberation and any future decisions about Thursday night games will be done with thoughtful deliberation as well.