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## Special Event Communication in the Age of Terrorism

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*University of Tennessee, Knoxville*

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To the Graduate Council:

I am submitting herewith a thesis written by Judith Ann Flanagan entitled "Special Event Communication in the Age of Terrorism." I have examined the final electronic copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Communication.

John W. Haas, Major Professor

We have read this thesis and recommend its acceptance:

Faye D. Julian, Herbert H. Howard

Accepted for the Council:

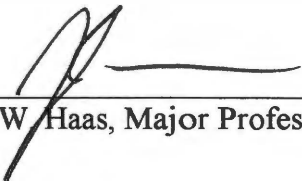
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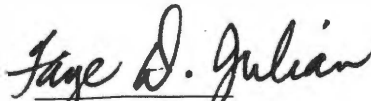
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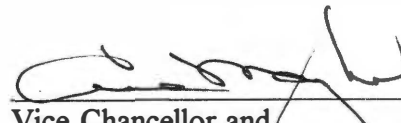
  
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Vice Chancellor and  
Dean of Graduate Studies

**SPECIAL EVENT COMMUNICATION**

**IN**

**THE AGE OF TERRORISM**

**A Thesis**

**Presented for the  
Master of Science**

**Degree**

**The University of Tennessee, Knoxville**

**Judith Ann Flanagan**

**August 2004**

## *Dedication*

This thesis is dedicated to all people who have been affected by the terrorist attacks of September 11, 2001 (9-11-01), on the United States of America. Thousands directly involved on that tragic day were ordinary people who, within seconds, found themselves making life and death decisions in order to save others. All became heroes due to selfless actions that were deemed noble and honorable acts of courage.

Since September 11, 2001 (9-11-01), varieties of campaigns against terrorists have been put into action through military forces. Some campaigns are carried out through coalitions made up of the United States of America, Great Britain, and other countries that support the fight against terrorism. A common goal shared by the coalition is to strive for the eradication of terrorism from the world to make it a safer place for all people. Those who fight for freedom in the campaigns are today's heroes. In our world now, there is no place for a paradigm of complacency, or what I refer to as a sense of false normalcy. Complacency can be an ally to terrorism and an enemy to democracy.

It is my hope that this thesis will keep a heightened awareness between communicators in professions that support one another within the events industry and on-lookers. Communicators and special event professionals must constantly remain vigilant. Clear and open communication between event professionals in concert with a continued heightened awareness may well contribute to counter future terrorist attacks.

This thesis, *Special Event Communication in the Age of Terrorism*, opens the door for a variety of future studies. They are yet to be determined as each campaign against terrorists and terrorist activities continues.

## *Acknowledgments*

The successful completion of this thesis is three-fold: to better bridge communication between professions within the events industry, to further position special events as a profession, and to serve as an example to my family and friends that life-long learning is an important goal to stay competitive in the 21<sup>st</sup> century global market.

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My Great Grandfathers Flanagan and Sullivan were born in Ireland and moved to America. Two of their descendants include my father, James Joseph Flanagan, II (deceased); his sister, Margaret Flanagan Gibson (deceased); her children, Bruce Gibson; Dr. Ronald Gibson; and their children who have families living in California.

I thank each of you and in memory of deceased individuals for the important parts each played in my life to advance experiences that brought me into the special events industry.

## Abstract

Special events have come to take an increasingly visible role in the United States of America. This thesis examines special events communication in the wake of the September 11, 2001 (9-11-01), terrorist attacks on the U.S. utilizing the assistance of the International Festivals and Events Association (IFEA). The project involved two phases. In the first phase, members of the IFEA were surveyed concerning their perceptions of communication prior to and following the 9-11-01, terrorist attacks. In the second phase, the convention program of the IFEA was content analyzed with a view toward examining the communication-related programs available to special event professionals.

The paper is organized around a discussion of relevant literature, research methods employed in the study, results of the project, and a discussion of the results. Taken together, the results suggest that special event professionals need more information from constituents following the 9-11-01, attacks in order to perform their job well. Interestingly, the need for more communication with key constituencies does not correspond well to the communication-related programs available at professional association meetings.

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## **Chapter 1**

### **Introduction**

#### **Special Event Communication in the Age of Terrorism**

Special events have come to take an increasingly visible role in the United States. Heightened security as a result of the September 11, 2001 (9-11-01), terrorist attacks on the United States has become an important element in the preparation of special events (Pierce, 2002; Roberts, 1999; Waddell, 2001). The impact of the terrorist attacks may be observed in a wide range of special events that include the Super Bowl, the Olympic Games, New Year's Eve celebrations, award shows, festivals, parades, and more. Increased security concerns at special events present a number of communication challenges to event professionals. Event professionals must coordinate their activities with an increasing number of constituents as well as address the evolving needs of event participants (Pierce, 2002).

The International Festivals and Events Association (IFEA), is the professional organization that was utilized in the study for the survey questionnaire and content analysis. The International Festivals and Events Association is a professional organization that has been in operation for 50+ years with 1,800 active members ranging from large to small events; festivals; sporting events; fairs; parks and recreation; city offices; convention & visitors bureaus; chambers of commerce; parades; university special event offices; and more. IFEA's members range from the Pasadena Tournament of Roses, the University of Tennessee Office of Special Events, Tostidos Fiesta Bowl, to Macy's Thanksgiving Day Parade. The association has remained on the cutting-edge to

keep its members abreast of the most up-to-date methods for event and festival administration/management; marketing/media relations; sponsorship; fundraising; and professional development through their certification program, Certified Festival and Events Executive (CFEE).

The purpose of this project was to explore how perceptions of communication between special event planners and relevant constituencies have changed, if any, as a result of the September 11, 2001 (9-11-01), terrorist attacks. In order to explore how perceptions may have evolved, the United States members of the International Festivals and Events Association (IFEA) were surveyed concerning their perceptions of communication with relevant constituencies before and after the 9-11-01, terrorist attacks.

More specifically, special event planners were surveyed concerning their perceptions of communication with a variety of sources including their own event staff, public relations spokesperson(s), and operations department head, local tourism director(s), law enforcement agencies, fire and safety agencies/companies, event insurance providers, medical agencies, military support, and vendors/suppliers.

This paper is organized around a discussion of the relevant literature, the research methods employed in the study, the results of the project, and a discussion of the study results. The literature review focused on communication before and after September 11, 2001, within several areas involving crisis/risk management, security, and constituencies.

The review of the literature included both the academic and the practitioner literature with the focus on security, crisis/risk management and communication at special events before and after 9-11-01. Taken together, these issues constitute major

themes in the special events literature. Moreover, the literature underscores how perceptions of communication and special events have evolved over the past few years. Much of the recent work in this area now focuses on the impact of changing procedures in security, crisis management, risk management, and communication following the September 11 terrorist attacks.

The study of special event communication was carried out in two phases. In the first phase, a survey questionnaire was employed to explore perceptions of communication prior to and following the September 11, 2001, terrorist attacks. The participants in the survey questionnaire phase of the project included the U.S. members of the International Festivals and Events Association. Descriptive statistics and t-tests were employed to analyze the survey data collected in the first phase of the project. Taken together, the results suggest that special event planner's perceptions of communication have been impacted by the September 11, 2001, terrorist attacks.

In the second phase of the project, a content analysis of IFEA materials (e.g., newsletters, programs for IFEA conventions/expos) was carried out with a view toward exploring how communication and communication practices were impacted by the September 11, 2001, terrorist attacks. Interestingly, the impact of 9-11-01, was less pronounced in the materials associated with special event professionals. That is, little changed about the topics pursued by IFEA members in professional meetings and publications.



## **Chapter 2**

### **Literature Review**

Special events have always been a complicated endeavor, but the logistical and security concerns raised since the terrorist attacks have made special event planning even more problematic (Albans, 2001; Vickery & Furlough, 2001). While festivals, conventions, hotels, firework displays, theme parks, and parades continue to be a part of community life, new security and logistical concerns have prompted special event professionals to reexamine existing practices. The bulk of the work in this area springs from the practitioner literature and centers on security procedures and communication practices.

#### **Security Procedures**

Security related issues constitute a major focus of the practitioner literature involving special events. Special events have become potential targets for terrorist activities. While a range of weapons may impact on special events, devices developed locally such as the bomb used in Oklahoma City are the likely choice of terrorists targeting special events, according to Don Pierce (Pierce, 2002). Pierce (2002) has considerable experience in event security and has served as the Vice President of the International Association of International Chiefs of Police. While event professionals recognize the threats commonly associated with special events and festivals, security concerns now extend beyond bombings from locally obtained materials. The United States Department of Homeland Security reports that threats have been received

concerning targets from across the country with the potential to impact on special events. For example, threats have been received for venues such as the United States Capitol, the Jefferson Monument, theme parks, Los Angeles International Airport, and New York City's Times Square. Moreover, such concerns have contributed to the notion that celebrations will turn into armed camps (Roosevelt, 2001).

Throughout the days and weeks that followed September 11, 2001, numerous event-related activities were either cancelled or postponed. According to the *Parks and Recreation* choices were made that changed with the times as a nation was left in a state of shock. The primary goal of safety overshadowed all other objectives and was spotlighted by the heightened states of alert across the country (Rice, 2001). Consistent with the corporate and civilian world, the military organizations that offered special events to its own were suddenly faced with the challenges associated with deployment, loss of revenue, and the reality of dealing with the war on terror. Airlines, conventions and hotel accommodations, theme parks, vacation destinations, festivals, and most scheduled special events suddenly had the bottom fall out of them in the days following the tragedy. Global touring was curtailed by terrorism fears that involved promotional touring plans of recording artists. As Waddell (2001) observed, "Logistical and security concerns of artists prompted cancellations and delays."

Shock was followed by a period of anger and grief, and then a regrouping or rebuilding began to develop. It was during the regrouping and rebuilding that conventions and events that had been postponed began to be rescheduled and sometimes even relocated, particularly if the original destination was considered a primary target for another terrorist attack. The "International Tire Expo/SEMA Show, sponsored by the

Tire Association of North America” was one of the groups (Zielasko, 2001, p 3). Security or the lack thereof, was foremost in everyone’s thoughts. However, the sponsors of the Automotive Aftermarket Industry Week decided “the show must go on” (Zielasko, 2001, p 3). Another group that pressed on with its annual meeting was the International Festivals and Events Association (IFEA). Originally scheduled to hold its annual Convention & Expo in Boston, Massachusetts October, 2001, it was rescheduled for January, 2002 in Las Vegas, Nevada. For many event professionals, the terrorist attacks were viewed as adding fuel to a worsening economy. “While the September 11 attacks were a lightning rod of blame for economic woes, most event professionals felt the squeeze of a souring economy earlier in the year”(Hurley, 2002, p. 2).

By May 2002, the event management industry had become cautiously optimistic about the future. According to Keene (2002), there have been numerous seminars and workshops across the industry on risk management, crisis management and security planning since September 11, the mood is positive and the majority of the industry is recovering. For many, the recovery involved the increased the use of technology as an alternative to travel. However, Keene (2002) argues that the way event insurance is now viewed and handled is perhaps the most significant change we have witnessed since September. The price of event insurance has risen to an all time high. Some carriers have dropped event insurance. Some insurance carriers have added changes to their policies including exclusions for terrorism and foot-and-mouth disease. An alternative to long distance travel is the option to develop regional conferences where attendees can drive and/or use public transportation (Keene, 2002, pp 1-2).

All-Star Weekend had the National Basketball Association's Vice President of Security, Horace Balmer, and his staff out with watchful eyes to ensure nothing went wrong at the event. Not only does security look for the "old" common situations, but watches for unexpected terrorist acts, as well (Evans, 2002).

One of the premier ski resorts, the alpine village of Vail, Colorado, "has become a popular location for many winter sports competitions" (Morrison, 2002, p. 1). The event planners for this venue engaged in a 3-year security planning process that involved the participation of numerous federal, state, and local agencies (Morrison, 2002). Events at Vail regularly include national ski teams, the international media, and a worldwide television audience. Concerns about terrorist groups such as the Earth Liberation Front (an ecoterrorist group) led to the relocation of the security command post to a central location near the major events. The command post consisted of "modular furniture, telephone communications, computer and radio networks, remote video equipment, and large-format video displays" (Morrison, 2002, p. 3). With the increased emphasis on security planning, coping with problematic situations has become an easier task.

Professionals in the special events world realize on-site security is needed at a more heightened level than ever before. "Jerry Heying, president and CEO of the New York-based International Protective Services Agency, works on more than 300 events annually and cites 'stricter access control' as today's dominant security demand. Increasingly, Heying's company is asked to supply special events with metal detectors and trained operations staff (Garber, 2004). In order to control site access, practitioners make use of a variety of methods including checklists, laminate badges, wristbands, specific area badges, security screening, and video monitoring.

Practitioners are learning more about new security products, as a new cylinder lock that is programmed to specific keys or remotes, or to open between certain hours. A newer method being incorporated into the New York-based GSS Security involves a “K-9 division that teams officers and dogs in the search for explosives” (Garber, 2004, p. 4). These units were utilized at “the world’s highest-profile annual event-the Times Square New Year’s Eve ball drop, - and become one of the company’s primary services for corporate events” (Garber, 2004, p. 3). Garber (2004) argues event planners must begin to think as security professionals. Such thinking often centers on reviewing all appropriate documentation. For example, event planners should demand written copies of a provider’s state license and insurance, which should include general liability, professional liability and disability coverage in sufficient amounts.

Practitioners suggest that heightened security and security methods call for higher costs. Bottom line people do not like to see items with no return on investments. However, without security presence, events become targets for disruption of any kind.

The Super Bowl XXXVII has been referred to as Security Bowl II. More than 4,000 local, state and federal law officers and private security staff were assigned to the championship game in San Diego as well as the weeklong parade of parties, street festivals and other events leading up to it (O’Driscoll, 2003). This event was a prime example of the types of anti-terrorism actions that were needed for mega-events after 9-11-01. These actions included, “A tightly guarded stadium perimeter, metal detectors and surveillance cameras, flight restrictions overhead and emergency responders on alert nearby (O’Driscoll, 2003, p. 3). The event, though heavily guarded, was listed as “Readiness Level 2” status, which is listed as a less-urgent designation by the Homeland

Security Department. Readiness Level 2 means the local police are in charge. An actual “national security event,” has the Secret Service in charge of security (O’Driscoll, 2003).

Much of the thinking that undergirds the readiness level concept is associated with the Presidential Decision Directive 62. This is a classified document that “deals with the coordination of Federal anti-terrorism and counter-terrorism assets for events of national interest” (<http://www.secretservice.gov>). Advanced planning and “coordination in the prospective venues and motorcade route security, communications, credentialing, and training” are recognized as integral parts in preparation for national special security events to include Presidential, Vice President, and heads of state visits. The U.S. Secret Service partners with law enforcement agencies to provide actions for safe events. Training and retraining constantly take place for those involved in preparation for such events. Training sessions include “simulated attacks and medical emergencies, inter-agency tabletop exercises, and field exercises” (<http://www.secretservice.gov>). The practitioner’s literature suggests that vigilance learned through the exercises can offer positive contributions in preparation for all special events, not just national security events.

The practitioner literature suggests that planning is the key to proper security. Practitioners argue that effective security plans with emergency evacuations that are developed, practiced, and ready to implement at a moment’s notice to counter terrorist attacks are critical in today’s world of event planning. Partnering with law enforcement agencies to create such plans is imperative in the process. However, a widespread notion exists among event planners that in today’s world, nothing is certain, and the world as we knew it, is now different (Pierce, 2002).

Prior to the 9-11-01, terrorist attacks, special event planners and law enforcement agencies enjoyed a moderate degree of cooperation (Roberts, 1999). Basic security awareness and preparation of surroundings for events have always been important. Security preparations tended to be limited to crowd management and crowd control in terms of assistance, persuasion, and deterrence (Rutley, 1997). However, event organizers now argue that increased time, planning, and coordination are necessary to stage a special event (Waddell, 2001). In particular, the IFEA has stressed the role of the newly created Department of Homeland Security in the preparation of special events.

### **Homeland Security Advisory System**

The Homeland Security Advisory System (HSAS) provides a national framework for the U.S. Attorney General, in consultation with the Director of Homeland Security to assign threat conditions (<http://www/dhs.gov>). Threat conditions can be applied to federal, state, and local governments, private industry and the public to allow government officials and citizens to communicate the nature and degree of vigilance, preparedness or readiness required in a series of graduated threat conditions. “The Protective Measures that correspond to each threat condition will help the government and citizens decide what action they take to help counter and respond to terrorist activity” (Brown, 2002, pp 37-38).

Based on the framework developed by the HSAS, the International Festivals and Events Association (IFEA) have pursued a policy of preparedness. IFEA offers its members a set of threat condition guidelines designed to assist special event professionals and their constituencies.

## IFEA Suggested Protective Measures for Events to Augment Homeland Security Measures at Color-Coded Threat Condition Levels

- Severe Condition – Red (Severe Risk of Terrorist Attack)
- High Condition – Orange (High Risk of Terrorist Attack)
- Elevated Condition – Yellow (Significant Risk of Terrorist Attack)
- Guarded Condition – Blue (General Risk of Terrorist Attack)
- Low Condition – Green (Low Risk of Terrorist Attack)

A total of \$19 million dollars in grant money became available to citizens for efforts to protect America under the Department of Homeland Security, according to Michael D. Brown, who is under the Department of Homeland Security for Emergency Preparedness. Communities can participate “through local Community Emergency Response Teams (CERT).” Opportunities to partner with DHS on the “citizen, business, government, and employee levels” exist (Brown, 2002, pp 37-38).

Nearly \$400 million dollars were awarded to 10 states that exhibited efforts for quick response and preparedness for the first responders and state and local governments (<http://dhs.gov>). The amount has grown since March 1, 2003 for grant money of over \$4.4 billion for helping our nation’s first responders, while \$165 million in grants go to states for all hazards, emergency and terrorism preparedness under FEMA (<http://dhs.gov>).

In addition to broad-based security issues, Homeland Security officials encourage event professionals to be actively involved in on-site inspections. Walkthroughs have been an integral part of what special event professionals do on a



regular basis. Prior to the 9-11-01, terrorist attacks, checklists for on-site inspections tended to center on tasks involving lighting, fire protection, seating, and walkways. The goal of the event professional is to ensure the safety of event participants (Johnson, 1997). Following the 9-11-01, terrorist attacks, on-site inspections have increasingly focused on event security.

Consistent with Homeland Security policies, practitioners are encouraged to check the event profile to decide on appropriate security. "If it's a low-profile event, held in a hotel, with little advertising and admittance by invitation only, then the security level can be low, according to Gary Moses, director of special events operations for Pinkerton Security" (Hurley, 2001, pp 1-3). There is no set number of security personnel one should have at any particular event, although one event planner has changed his view from one police officer for every one hundred guests to every fifty (Nolan, 2001, pp 1-2). Many have their own theories on how to prepare, but Nolan (2001) argues that following the guidelines set by a Pinkerton Security event professional is a good way to ensure better safety. Mixing uniform and plainclothes dressed police protection is a method to have increased security, yet not look as though it is overdone.

In the December 1, 2001, Special Events Magazine, Gary Moses offered two items that at that time were being considered as targets for special events: "Could there be an incident that directly affects the event by the action of individuals, or is there a chemical (attack) or biohazard that could occur?" (Moses, 2001, pp 1-2) Moses (2001) suggested that the security issues a special events planner deals with has "intensified" since September 11, 2001, although they have been generally the same. There has always been a concern for protesters at events, but the concern changed from protesters to

include terrorists after 9-11-01. In reference to buildings and venues, the events professional should become keenly aware of airflow systems and their security so as not to be tampered with. Moses suggested that public and corporate events, and those private events with pre-event publicity, are the most likely targets for terrorists.

Homeland security officials have encouraged the development of systematic assessments for measuring the risks associated with a special event. According to O'Toole and Mikolaitis (2002), risk resilience is an important factor in special event management. These authors have developed a formula that addresses the management of risk in special event planning. The formula is described as a "Risk Analysis Process."

The inputs, process, and outputs of Event Risk Analysis involve:

- Recognition of the importance of having all staff members manage risk
- Procedures in place to identify risks and deal with them
- Informal mechanisms to identify risks and bring them to the attention of corporate management (called 'constructive insubordination' in the army)
- Full integration of the risk management process into the corporate event management process
- Use of risk management terminology as part of the overall corporate culture for the event
- Thorough documentation for all of the above

As O'Toole and Mikolaitis (2002) note, each event should have its own set of parameters and guidelines to fit the needs of the situation and meet the needs of the Homeland Security Act. Moreover, effective communication with special event partners plays a key role in managing security, crisis, risk, and other misfortunes.

## **Special Event Communication**

Communication is often viewed as the glue that holds an organization together (Goldhaber, 2001, p. 5). Many special events professionals embrace this view of communication. For example, Michael J. Neihaus, Penske Corporation's Risk Manager, and a convention keynote speaker, shared his vision of the importance of communication by challenging the legal, operations, marketing and promotions departments, and higher-level executives to communicate on the subject of insurance. He focused on sponsorship liabilities, contract language models, waivers and signed releases for hazardous materials with which event guests could become exposed (Neihaus, 1999).

"Communication is key to risk managers in special events" (Roberts, 1999, p 38). However, communication between all entities is even more important post 9-11-01. In addition, the use of information technology has added to the team-building process. Wireless communication systems powered by battery operated radio communication, as well as computers that have emergency backup storage and data recovery contribute to the success of team collaboration (Kirkpatrick, Gruenwald, 2002, pp 44-50).

In addition to security-related communication, practitioners argue that effective communication techniques are essential to the success of special events (Nierenberg & Dilullo, 2003). When considering issues of effectiveness and special events, scholars (e.g., Blackwell & Crihfield, 1991) suggest that practitioners need to consider what makes a special event function as a communication medium, as well as explore the kind of factors that make the event successful. Moreover, practitioners are going to face changes in designing and managing activities in the future involving the way information is released to the media and the training of officially appointed public relations

spokespersons.

In addition to security and coordination concerns, the special event literature underscores the importance of effective communication between the industry and relevant constituencies. For example, travel industry specialists urge members of the industry to “remain unified” and continue to work together in the 2004 agenda, according to Bruce Wolff, Travel Industry Association National Chair. He suggests “broader cooperative research and marketing and unified government affairs” will help make the industry thrive (Wolff, Travel Industry Association, p 1). The TIA Profile as a media source on security issues has paid off by opening the door to help solidify partnering with the government.

The National Tour Association faces an Omnibus Appropriations bill that includes a provision to cut \$40 million from a fund that helped boost inbound tourism. The practitioner literature suggests travel industry professionals have stronger possibilities to help their industry revive when they meet and work together using communication as one voice by lobbying on Capitol Hill (NTA).

The terrorist attacks have forced many practitioners to consider how to increase communication and embrace greater flexibility in dealing with constituents. “If there ever was a time for maintaining communication between planner and supplier, it is now.” (Howe, 2003, p. 1) Several major hotel chains moved to waive cancellation or attrition fees as a method of communicating greater flexibility to special event planners. The importance of flexibility is likely to increase in the future. “The force majeure clause in a 21<sup>st</sup> century contract should deal with issues of terrorism, discontinuation of transportation and a high level of national alert, such as an orange or a red warning” and

the “cancellation clause also might include references to alerts, state department warnings and travel advisories, but if you have a strong majeure clause, the cancellation portion will be moot” (Howe, 2003, p 1-2).

According to this practitioner, Robert Shuster, “for the purposes of this discussion, special events fall into three categories: 1) unique events that warrant a focus on security simply because they are so rare (e.g., a summit meeting among industry leaders to forge or fight a new regulatory process); 2) events that would otherwise be considered normal, except for the unique nature of the guests or agenda; and 3) events that are controversial or worthy of media attention. The security strategy for these types of events should address threat assessment, the components of a basic security plan (to include emergency action plans), and the criteria to use when selecting a security vendor” (Shuster, 2002, p. 5).

Each category involves a different set of communication activities. A threat assessment should first identify and then quantify potential risk. The goal is to separate likely threats from perceived or even imagined ones. He argues that experienced event security planner can differentiate between the two types. Appropriate security measures offer three critical benefits; namely, they provide:

- A deterrent effect that dissuades would-be attackers;
- Preventive measures that will intercept the attackers; and
- Emergency plans that prepare everyone to respond appropriately should an incident occur. (Shuster, 2003, p. 7).

In conjunction with the basic security plan, a ‘Critical Area Protection’ plan involves communicating restrictions as to ‘parking areas and loading docks, key event rooms,

VIP areas and media areas, ventilation and HVAC systems, food and refreshment set-ups, and exhibit halls” (Shuster, 2003, p 3).

Ralph Concepcion, who has worked on the Chicago Jazz Festival since 1979, stresses the importance of communicating with all relevant constituencies. “Unlike with private events, electricians, police and firefighters are part of the package when producing the jazz festival in Chicago’s Grant Park, Petrillo Music Shell and surrounding streets-all public spaces” (Garber, 2003, p 2). Moreover, he has to coordinate with vendors to provide temporary fencing, signs, ticket-booths and beverage service equipment for the festival. Without effective communication, it would not be possible to operate (Garber, 2003).

According to Detective Brad Stevens, there are five main components in which police and communications should be integrated to help event planner’s. Stevens provided security for the Big Fresno Fair, spoke at IFEA conventions, and expresses his thoughts on how to keep events safe. He teaches “an understanding of how police view events” and goes on to suggest that “you make them a partner” (Burnside, 2002, p 18). “Event organizers need to keep the lines of communication open with security. For instance, one town unknowingly and quickly signed a contract to allow a Hell’s Angels group hold an event.” (Burnside, 2002, p 18) Background checks can be helpful to defer potential problems. Changes in groups invited to participate can make all the difference via communication between these entities. Seasoned police officers are better equipped to handle situations rather than rookies. “Share the wealth and hire enough police to cover the crowd,” Stevens argued (Burnside, 2002, p 18).

## **Rationale for Additional Study**

Taken together, the literature suggests that event-planning professionals are confronted with a rapidly evolving work environment. Each day brings something new to the table for consideration. Event planning is evolving, but it is unclear how event-planning professionals perceive changes in communication. A review of the literature suggests that our ideas about the role of communication in event planning are based largely on anecdotal evidence rather than systematic inquiry. The purpose of this study was to explore in systematic fashion event planners' perceptions of communication in order to better understand the contribution of communication to the success of special events. This was done through a random survey questionnaire sent to every three of the IFEA United States members by organization and a content analysis of newsletters and six convention programs that focused on topics in security and crisis/risk management before and after the terrorist attacks of September 11, 2001 (three pre and three post 9-11-01).

## **Research Questions**

**RQ1:** How, if at all, have perceptions of communication between event planners and constituents changed following the September 11, 2001 (9-11-01), terrorist attacks?

**RQ2:** How, if at all, has communication related content of IFEA newsletters and convention programs changed before and after the September 11, 2001 (9-11-01), terrorist attacks?

## **Chapter 3**

### **Methods**

The study of special event communication was divided into two phases. In the first phase, a survey questionnaire was employed to assess participant perceptions among event planners concerning communication practices prior to and following the September 11, 2001 (9-11-01) terrorist attacks. In the second phase of the project, a content analysis on organizational materials was conducted.

The content analysis involved materials that included both newsletters and three pre-9-11-01, convention sessions and three post 9-11-01, focusing on security and risk management. The discussion of the methods has been organized around a review of the organization's participants, measures, and the procedures and analysis.

### **Organization/Participants**

The International Festivals and Events Association (IFEA) has been central to the evolution of event planning in the U.S. for the past 50 years. From their vantage point, association members have the opportunity to observe current trends in the preparation and coordination processes of the events industry.

The International Festivals and Events Association's (IFEA) active membership includes approximately 1,800 individuals in 2003. Association members include those who are in charge of festivals, special events, parades, amusement parks, sporting events, and suppliers/vendors. IFEA has one annual international convention that meets each



year in different parts of the United States and Canada. In addition, IFEA regional and state groups meet two to four times each year.

IFEA is comprised of a number of different divisions. Divisions within the organization include titles as President, CEO, Executive Director, Director, Managing Director, General Manager, Assistant General Manager, Tourism Director, Producer, Coordinator, Director of Marketing, Director of Sales, Director of Special Projects, Community Event Coordinator, Event Specialist, Director of Downtown Events, Manager, Coordinator, and Owner. Vendors and suppliers have opportunities to sponsor activities during conventions as well as rent booth space for a trade show to spotlight services their companies offer to attendees.

From the IFEA membership list (N=1,800), a total of 541 IFEA members were randomly selected by every three members in alphabetical order by the Executive Director for participation. Mailing labels for the 541 IFEA members were provided to the researcher by the association for the survey questionnaire phase of the study. An introduction letter and a questionnaire were sent on August 29, 2003 with a deadline for surveys to be returned in a prepaid printed postage envelope paid for and to be sent to the College of Communication and Information no later than Monday, September 29, 2003. A reminder email was sent by IFEA President Steven Schmader after the deadline due to a low response. A total of thirty-nine members responded by completing and returning the survey for the study. The 8% response rate for the survey was disappointing and limited the data analysis techniques available to the researcher. The results of the analysis are presented in the next chapter.

## Measures

The major portion of the project involved a survey questionnaire. A modified version of the International Communication Association communication audit was employed for this project. The ICA Audit survey questionnaire contains 122 questions divided into eight major sections: (a) amount of information desired and actually received about a series of work related topics, (b) amount of information desired and actually sent about a series of work related topics, (c) amount of follow-up by people now and amount needed, (d) amount of information received and desired from sources of information, (e) timeliness of information, (f) organizational communication relationships, (g) satisfaction with organizational outcomes, and (h) amount of information received and desired from channels of information (Rubin, Palmgreen, and Sypher, 1994). The measure employed a seven point scale that included dimensions ranging from “never” to “always” (see appendix A). The ICA audit has consistently received high internal reliability scores. Rubin, Palmgreen, and Sypher (1994) report that coefficient alphas range from .97 to .76 have been reported for this measure. For the purpose of this project, Chronbach’s Alpha was employed to assess reliability of the measure. The analysis revealed a coefficient alpha of .87 for this study.

This study focused on five of the major sections from the ICA audit. These sections include:

- Sources of Information
- Quality of Information Received
- Receiving Information from Others
- Event Planning Goals

- Intergroup Relations

A second measure of communication and special events involved the use of IFEA convention program. For the purpose of this project, a content analysis of communication-related convention programs at three pre-9-11-01, and three post 9-11-01, conventions/expos was conducted. Dates for conventions/expos are decided by IFEA years in advance. IFEA keeps in mind dates that will less likely conflict with the majority of annual festivals and events to ensure higher convention attendance from its membership. The association negotiates the best deals for sleeping rooms, convention space, food and beverage, and airline transportation. IFEA also considers locations that offer exciting adventures for convention attendees to add to the attractiveness of the annual convention/expo.

Three annual convention/expos have taken place after the September 11, 2001, terrorist attacks. Programs from the three post 9-11-01 and the three prior to 9-11-01 offered an equal number for the study involving a content analysis focusing on the following terms: communication; security; crisis/risk management; and terrorism.

Pre-9-11-01, convention/expos included the following:

- 43<sup>rd</sup> Exposition and Convention held in Denver, Colorado from 9/23/98 to 9/27/98;
- 44<sup>th</sup> Exposition and Convention held in Phoenix, AZ from 9/22/99 to 9/26/99;
- 45<sup>th</sup> Exposition and Convention held in New Orleans, Louisiana from 9/20/2000 to 9/24/2000.

Post 9-11-01, annual conventions/expos included the following:

- 46<sup>th</sup> Annual Convention and Expo Trade Show, which was originally scheduled for Boston, Massachusetts in October, 2001, but was postponed to 1/21/2002 to 1/25/2002 and a change of venue took place, as well to Las Vegas, Nevada. This was due to the terrorist attacks of 9/11/01;
- 47<sup>th</sup> Annual Convention and Expo held in Louisville, KY from 11/6/2002 to 11/10/2002;
- 48<sup>th</sup> Annual Convention and Expo Experience held in Anaheim, CA from 11/18/2003 to 11/22/2003.

## **Procedures**

The survey was developed with the participation of the International Festivals and Events Association (IFEA) former president, Bruce Skinner, and current president, Steven Wood Schmader. As the project developed, the bulk of the work involved Steven Schmader. The IFEA assisted with the project in several important ways. First, the IFEA staff selected a random sample of every three United States members by organization in the International Festivals and Events membership employed for this study. Second, the IFEA provided mailing labels for the distribution of the survey questionnaire. Third, the IFEA supplied the printed materials used in the content analysis.

IFEA President Steven Schmader suggested a few revisions of the survey in order to better fit within the association's needs. Following the completion the institutional review of the project, copies of the survey questionnaire were mailed to the study participants. Enclosed also in the package was a self addressed pre-postage stamped

envelope paid for by the College of Communication and Information for those that would be returned completed.

A total of 541 surveys were sent out on August 29, 2003, over the Labor Day weekend. In the pre-planning stages, Steve Schmader agreed to send a follow-up e-mail, if needed. Three weeks into the month of September, it was apparent responses were less than expected. As a result, the request for a follow-up email was made to IFEA's President Steven Schmader. Due to his travel responsibilities, he was unable to send it out until early October. A few more responses came in after his email request. A total of thirty-nine completed surveys (8 %) were returned and analyzed for this project.

In part, the low response rate in the study suggested those who chose not to complete the survey were for the most part, suppliers/vendors. There was a sense that the questions did not apply to their operations as suppliers/vendors.

In addition to the survey questionnaire, a content analysis of six years of IFEA convention programs was conducted with program components examining the following headlines: communication, security, crisis/risk management, and terrorism. Specifically, convention programs three years prior to and three years following the September 11, 2001, terrorist attacks were employed for this project. For the purpose of this project, a total of six conventions programs and in them 514 sessions were examined. Two coders independently reviewed the IFEA materials. The first coder reviewed all of the convention materials for the mention of communication. The second coder reviewed a subset of the convention materials (20 programs). The coders achieved complete agreement on the items included in the review.

## **Analysis**

Data analysis for the survey questionnaire phase of the project involved both descriptive statistics (means) and paired comparison t-tests. The results of the analysis are presented in Chapter 5.

A thematic content analysis of the IFEA convention programming was employed for the project examining the programs for the following: communication; security; crisis/risk management; and terrorism. The IFEA identifies a total of six program components for its conventions. Moreover, these component areas constitute the core curriculum for professional certification. The program areas include the following:

- Sponsorship/Sponsor Service
- Administration/Management
- Human Resources
- Marketing/Media Relations
- Operations/Risk Management
- Non-Sponsorship Revenue Programs

Convention session topics were examined for three pre-9-11-01, and three post 9-11-01, conventions/expos with a view toward revealing how communication involving special events were impacted by the September 11 terrorist attacks. Convention sessions that explicitly mentioned communication in the program description were included in the study.

Communication-related programs were identified from a review of headline/session description information about each program. That is, the headlines were examined and categorized on the basis of the content areas identified by IFEA focusing on communication, security, crisis/risk management, and terrorism. Overall, a total of 514 convention sessions were examined.

## **Chapter 4**

### **Results**

#### **Introduction**

The purpose of this study was to examine how perceptions of communication between special event planners and relevant constituencies have changed as a result of the terrorist attacks of September 11, 2001 (9-11-01). Research question one centered on possible changes in perceptions of communication in several key areas including sources of information, the quality of information, receiving information from others, event planning goals, and intergroup relations. The discussion of the results for question one has been organized around these key issues. The results for question two will be organized around the different forms of written communication.

#### **Research Questions**

**RQ1: How, if at all, have perceptions of communication between event planners and constituencies changed following September 11, 2001 (9-11-01), terrorist attacks?**

Sources of information for event planners were examined to investigate perceptions of communication as a result of the 9-11-01, terrorist attacks. As presented in Table 1, respondents reported changes in the amount of information they receive from key sources. For each source, the average amount of information the respondent (i.e., an event planner) needed to receive in order to perform their job increased after the 9-11-01,

terrorist attacks. In order to determine if the differences were significant between the mean scores, a series of paired comparison t-tests were conducted. The results indicate that respondents perceived significant differences in the amount of information that needs to be received from seven key sources following the 9-11-01, terrorist attacks (see Table 1). Study participants did not perceive significant differences in the amount of information that needs to be received from three key sources: event staff; department heads; and suppliers/vendors.

Table 1 included sources of information with choices that involved the amount of information received from that source pre 9-11-01 and the amount of information needed to be received from that source post 9-11-01. Possible responses ranged from none (1) to too much (7).

The second set of questions targeted the quality of information from key sources before and after 9-11-01. Specifically, the items asked the extent to which the information received from each source of information is timely, useful, and accurate. The analysis revealed that study participants hold mixed views concerning changes in the quality of information from key sources in connection with the 9-11-01, terrorist attacks (see Table 2). Specifically, respondents reported that little, if any, change took place in the quality of information from sources such as event staff, public relations spokespeople, operations department heads, vendors/suppliers, and fire departments as a result of the 9-11 terrorist attacks. However, significant differences were observed in the quality of information for several sources including insurance providers, medical agencies, military agencies, law enforcement agencies, and local tourism directors.



TABLE 1  
SOURCES OF INFORMATION

**Table 1 Sources of Information**

<b>Amount of Information I Received From</b>	<b>Pre 9-11-01 Mean</b>	<b>Post 9-11-01 Mean</b>	<b>t-score</b>	<b>p</b>
1) Event staff	4.64	4.88	1.67	.103
2) Public relations staff members	4.14	4.61	2.68*	.011
3) Operations dept. head on your staff	4.40	4.79	1.89	.068
4) Local tourism director(s)	3.05	3.65	2.72*	.010
5) Law enforcement agencies	4.00	4.75	3.37*	.002
6) Fire & safety agencies/ companies	3.97	4.63	3.57*	.001
7) Event insurance providers	2.86	3.97	4.50*	.001
8) Medical agencies	2.81	3.33	2.92*	.006
9) Military support	2.13	2.47	3.00*	.005
10) Vendors/Suppliers	3.92	4.18	1.09	.280

\*significant at the .05 confidence interval  
n=39

TABLE 2

## QUALITY OF INFORMATION

Table 2 Quality of Information

	Pre 9-11-01 Mean	Post 9-11-01 Mean	t score	p
<b>Event Staff</b>				
11) Timely	5.32	5.37	.572	.571
12) Useful	5.39	5.39	.000	1.0
13) Accurate	5.52	5.60	.723	.474
<b>Public Relations Spokesperson</b>				
14) Timely	5.00	5.14	1.15	.257
15) Useful	5.08	5.13	.442	.661
16) Accurate	5.30	5.33	.298	.768
<b>Operations Dept. Head</b>				
17) Timely	5.24	5.33	1.00	.325
18) Useful	5.24	5.33	.722	.475
19) Accurate	5.40	5.33	.812	.423
<b>Local Tourism Director(s)</b>				
20) Timely	4.02	4.38	2.03*	.050
21) Useful	4.23	4.55	1.99	.054
22) Accurate	4.50	4.70	1.42	.165
<b>Law Enforcement Agencies</b>				
23) Timely	4.94	5.18	2.48*	.018
24) Useful	5.29	5.56	2.93*	.006
25) Accurate	5.35	5.54	1.87	.070
<b>Fire &amp; Safety Agencies/Companies</b>				
26) Timely	4.85	5.05	2.02	.051
27) Useful	4.97	5.11	1.22	.230
28) Accurate	5.14	5.25	1.16	.254

**Table 2 Continued**

	<b>Pre 9-11-01 Mean</b>	<b>Post 9-11-01 Mean</b>	<b>t score</b>	<b>p</b>
<b>Event Insurance Providers</b>				
29) Timely	3.94	4.23	1.89	.067
30) Useful	3.94	4.29	2.53*	.016
31) Accurate	4.05	4.44	2.73*	.010
<b>Medical Agencies</b>				
32) Timely	3.66	4.09	3.67*	.001
33) Useful	3.66	4.06	3.44*	.002
34) Accurate	3.78	4.15	2.33*	.026
<b>Military Support</b>				
35) Timely	2.87	3.19	2.56*	.016
36) Useful	2.83	3.09	2.23*	.030
37) Accurate	3.12	3.32	1.98*	.050
<b>Vendors/Suppliers</b>				
38) Timely	4.08	4.21	1.00	.324
39) Useful	4.29	4.37	.723	.474
40) Accurate	4.43	4.40	.255	.800

\*significant at the .05 confidence interval

n = 39

Table 2 included the quality of information available to the sources of information pre 9-11-01 and post 9-11-01 in terms of timeliness, usefulness, and accuracy. Possible responses ranged from never (1) to always (7). As reported in Table 2, the most pronounced change in the quality of information from a key source involved insurance providers.

The third set of survey items involved receiving information from others on key topics before and after 9-11-01. Specifically, the items focused on the amount of information study participants need to receive about organizational goals, practices, policies, and procedures in order to perform their job. Consistent with the previous items involving the quality of information, respondents reported mixed views about the amount of information received about key organizational topics that impact on their ability to perform their job. In general, the mean score for each item increased following the 9-11-01, terrorist attacks. However, differences prior to and following the 9-11-01, terrorist attacks were not significant for information needs involving organizational goals, special event volunteers, job performance issues or recognition. However, significant differences were observed for perceptions of information needs concerning organization policies and procedures, and decision-making outcomes (see Table 3).

Table 3 included receiving information from others pre 9-11-01 and post 9-11-01 in terms of how well one is doing his/her job; organizational practices; organizational decisions that affect one's job; changes in other entities that may affect one's organization; organizational policies; volunteers; entity-wide changes; goals of one's organization; and event prizes of recognition. Ranges from none (1) to too much (7).

TABLE 3

## RECEIVING INFORMATION FROM OTHERS

Table 3 Receiving Information from Others

	Pre 9-11-01 Mean	Post 9-11-01 Mean	t score	p
41) How well I am doing my job	4.37	4.45	.902	.373
42) Organizational practices	4.36	4.71	3.36*	.002
43) Organizational decisions that affect my job	4.42	4.68	2.93*	.006
44) Changes in other entities that may affect my organization	4.02	4.57	3.30*	.002
45) Organizational policies	4.26	4.68	2.46*	.019
46) Volunteers	4.05	4.10	.572	.571
47) Entity-wide changes	4.13	4.52	3.45*	.001
48) Goals of my organization	4.27	4.47	1.19	.242
49) Event Prizes of Recognition	3.32	3.34	.466	.644

\*significant at the .05 confidence interval  
n=39

A fourth set of items involved event planning goals. Specifically, participants were asked to report how, if at all, perceptions of event planning goals may have changed. Overall, participants reported a high level of agreement that event planning goals were clear to them as well as other relevant constituencies. Moreover, participants reported a high level of commitment to the event goals. Interestingly, no significant differences were observed in perceptions of event planning goals as a result of the 9-11-01, terrorist attacks (see Table 4).

Table 4 included items that concerned event planning goals pre 9-11-01 and post 9-11-01 that are clear to one's employees; clear to the community; clear to oneself; and commitment to one's own event planning goals. Possible responses ranged from strongly disagree (1) to strongly agree (7).

The final part of the survey explored how different groups coordinate their activities within an organization before and after 9-11-01. The items involved work group goals, conflict, and knowledge of situational factors. As revealed in Table 5, significant differences were observed in perceptions of the need for groups seek to better understand the situational factors that impact on special events. Interestingly, participants reported that working well together is significantly more important following the 9-11 attacks. No significant differences were observed in participant perceptions of group conflict, intergroup communication, and goal consensus as a result of the 9-11-01, terrorist attacks (see Table 5).

TABLE 4

## EVENT PLANNING GOALS

**Table 4 Event Planning Goals**

	<b>Pre 9-11-01 Mean</b>	<b>Post 9-11-01 Mean</b>	<b>t score</b>	<b>p</b>
50) The event planning goals with which I work are clear to my employees	5.52	5.68	1.43	.160
51) The event planning goals with which I work are clear to the community	5.05	5.18	1.53	.133
52) The event planning goals with which I work are clear to me	6.02	6.23	1.95	.058
53) I am committed to the event planning goals with which I work	6.36	6.39	.442	.661

n=39

Table 5 included items that concerned how intergroup relations functioned within an organization pre 9-11-01 and post 9-11-01 in terms of how other entities: understood situations and conditions in which special event professionals work; worked well with one another; worked toward different goals; had conflict between entities; worked together to attain the goal of the organization; communicated to make events successful. Possible responses ranged from strongly disagree (1) to strongly agree (7).

**RQ2: How, if at all, has communication-related content of IFEA newsletters and convention programs changed before and after the 9-11- 01, terrorist attacks?**

Newsletters were examined from The International Festivals and Events Association (IFEA) one year prior to and one year after the September 11, 2001 terrorist attacks. The study suggested that newsletters informed the IFEA membership of dates and times of up-coming festivals, special events, and informed readers concerning that year's annual convention/expo. It was not productive for gathering communication-related themes focusing on security, crisis/risk management, or terrorism.

The annual convention programs of the IFEA were examined with a view toward identifying themes with a focus on communication, security, crisis/risk management, and terrorism. A total of 514 program sessions were examined. Table 6 lists the convention program content areas and the number of sessions associated with each content area.



TABLE 5  
INTERGROUP RELATIONS

**Table 5 Intergroup Relations**

	Pre 9-11-01 Mean	Post 9-11-01 Mean	t score	p
54) Other entities try to understand the situations and conditions we have to deal with in special events	4.89	5.50	4.06*	.001
55) In general, most entities work well with one another	5.15	5.44	2.32*	.026
56) Different entities work toward different goals	5.00	4.89	1.67	.103
57) There is much conflict between different entities	3.59	3.54	.627	.534
58) It is necessary for entities to work together to attain the goal of the organization	6.60	6.68	1.78	.083
59) I am satisfied with communication between entities that help make my event(s) successful	5.39	5.44	.813	.422

\*significant at the .05 confidence interval  
n=39

TABLE 6

OVERALL CONVENTION PROGRAM SESSIONS

<b>Content Area</b>	<b>Number of Sessions</b>
Sponsorship	67 (13% of total)
Administration/Management	272 (53% of total)
Human Resources	31 (6% of total)
Marketing/Media Relations	87 (17% of total)
Operations/Risk Management	46 (9% of total)
Nonsponsorship Revenues	11 (2% of total)
Others	
<b>TOTAL SESSIONS</b>	<b>514</b>

A content analysis of the 514 program sessions revealed a total number of 33 sessions (6.5%) that made explicit mention of communication in the convention program (see Appendix B and Appendix C for a complete description of the programs). Communication-related programs were found in the Administration/Management, Marketing/Media Relations, and Operations/Risk content areas. As revealed in Table 7, approximately 50% (14 sessions) of the communication programs were scheduled for the first convention after the 9-11-01, terrorist attacks. Interestingly, communication-related programs returned to pre 9-11-01, levels in the following IFEA conventions.

TABLE 7

IFEA COMMUNICATION PROGRAMS BY YEAR

<b>Pre 9-11-01</b>	<b>Number of Programs</b>
1998	6
1999	3
2000	4
<b>Post 9-11-01</b>	<b>Number of Programs</b>
January, 2002	14
November, 2002	4
2003	2

## **Chapter 5**

### **Discussion**

The purpose of this study was to explore the impact of the September 11, 2001 (9-11-01), terrorist attacks on special event communication. Taken together, the results suggest that the 9-11-01 terrorist attacks did impact on how special event professionals view communication. That is, special event professionals perceive a greater need for communication in order to perform their jobs well. Although study participants generally perceive a greater need for communication, the results suggest that professional associations have provided uneven support for this increased need.

When asked about their perceptions of communication prior to and following the September 11, 2001, terrorist attacks, study participants consistently reported a greater need for communication following the 9-11-01, attacks. In particular, event professionals noted that communication needs involving security-related constituents (e.g., law enforcement, military agencies, and fire departments) had increased dramatically. Interestingly, participants perceived the greatest need for additional communication from event insurance providers (INS). This is consistent with Keene's (2002) argument that the most significant change for special event professionals following the 9-11-01, attacks involves insurance coverage. Clear, accurate, and timely communication between event professionals and insurance providers is now a key component of effective job performance for special events professionals.

When considering the kinds of organization-related information needed by special events workers, participants noted that they need additional information about broad-

based issues such as changes in other organizations, policies and practices, and organization-wide decisions following the 9-11-01, terrorist attacks. Overall, participants noted little increased need for additional information concerning other issues such as individual job performance and the goals of the organization. This is consistent with Pierce's (2002) notion that many of the external factors that impact on the job performance of the event professionals have become problematic. The results suggest that event professionals are experiencing greater uncertainty (hence the need for more information) about managing their work world.

While the results suggest that special event professionals perceive a need for greater communication with constituents following the September 11, 2001, terrorist attacks, the programs of special event professional associations do not appear to correspond well with the communication needs of association members. In the immediate aftermath of the 9-11-01, terrorist attacks, the IFEA greatly expanded the communication-related programs available to convention participants. In fact, 14 of the 33 communication-related convention sessions took place in the immediate aftermath of the 9-11-01, attacks. Following this dramatic increase, the number of communication sessions returned to their pre 9-11-01, levels. One potential benefit of this study may be to increase awareness of IFEA professionals in the need for additional convention sessions on a regular basis dedicated to communication between special event professionals and their constituencies. The goal would be to keep awareness and communication at an all time high between all constituencies that support the special event industry to help defer potential future terrorist attacks.

## **Study Limitations**

While this study has contributed to our understanding of special event communication in the wake of the September 11, 2001, terrorist attacks, a number of limitations suggest that the study results be viewed with caution. First, the low return rate reduces our confidence in the study results. One way to overcome this difficulty in the future may be to make use of online questionnaires that simplify the survey process. A second study limitation on the survey may well have called for a revision of some questions that would make vendors/suppliers feel more included, which was suggested as responses were returned. A third study limitation involved the content analysis of the six convention programs. The program descriptions may have masked the extent to which communication focusing on security, crisis/risk management, and terrorism was discussed during convention sessions.

Special events have always been a complicated endeavor. Event planners and law enforcement agencies enjoyed a moderate degree of cooperation through the years. Prior to the terrorist attacks of September 11, 2001 (9-11-01), the International Festivals and Events Association (IFEA), convention sessions exhibited some degree of safety more in concert with insurance situations dealing with liability and accidents and/or personal injury. Pre-9-11-01, IFEA conventions focused on sessions that help festivals and event professionals become successful through professional development sessions and fun-like activities while keeping budgets, risk management, and insurance safety in mind. The world was stunned on September 11, 2001. America, in particular, was in shock for a long time thereafter. As a result of the attacks, the 46<sup>th</sup> annual IFEA Convention and Expo Trade Show, which was originally scheduled for October, 2001, in Boston,

Massachusetts, then considered a high terrorist target city following 9-11-01, was rescheduled for January, 2002, in Las Vegas, Nevada. This gave time for re-examination of the kinds of information that was needed to address the 21<sup>st</sup> century world. A theme was developed to fit the changed times: 'Revolutionary Ideas for a Brave New World.' This convention was a historical milestone for IFEA because it employed agents who spent their lives fighting terrorists and working on counter-terrorism activities to speak to IFEA attendees through 'A BRAVE NEW WORLD SERIES.' Law enforcement agencies that have worked with special event professionals emphasized four goals. They included the need: for better partnerships from planning stages throughout the total event; to develop and secure stronger emergency action plans; for more involvement of emergency services agencies to handle potential surprise attacks; and for overall well versed event professionals to properly plan ahead to ensure safer events. The earlier fun and frill goals of special events changed to incorporate a heightened awareness of new requirements. The revised rules and regulations call for stronger communication skills interfacing with security, crisis/risk management, and counter terrorism specialists. America called and IFEA responded through its re-scheduled January, 2002 convention/expo with A BRAVE NEW WORLD SERIES. However, in later IFEA conventions/expos the sessions, moreover returned to sessions that prepare its members for the Certified Festival and Events Executive (CFEE) certification, event management, sponsorship, media/public relations, and other sessions that keep their membership on an already established track. Sessions on terrorism continue, but not to the extent they did during A BRAVE NEW WORLD SERIES in January, 2002.



In our world, now, there is no place for a paradigm of complacency. Complacency can be an ally to terrorism and an enemy to democracy. Special event professionals must constantly sharpen their communication skills in order to remain vigilant in this on-going fight against terrorism. Special event professionals must work harder than ever before to develop and keep relationships that have clear and open channels of communication with many levels of security, counter terrorist specialists, crisis/risk management specialists, medical agencies, military support, insurance providers, and other companies and agencies that will support them in case of any type of attack. Let us not forget what happened on that tragic morning of September 11, 2001 when the United States of America was attacked by terrorists using America's own commercial airlines. It is imperative that special event professionals remain vigilant at all times because it will keep a heightened awareness that may well contribute to counter future terrorist attacks.

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## **Appendix**

## **Appendix A**

### **Survey Questionnaire**



August 29, 2003

**The University of Tennessee  
International Festivals and Events  
Association**

Dear IFEA Member:

The terrorist attacks of September 11, 2001 have had a profound impact on festivals and special events. We are seeking your cooperation in a project designed to explore how special event professionals view their duties and responsibilities following the 9-11 terrorist attacks. The President of the International Festivals and Events Association, Steven W. Schmader, CFEE, endorses the project. Together with Steven, we plan to report the results of the project in IFEA's magazine, *International Events*. In addition, the findings will aid Steven in the development of seminars and workshops for future IFEA conventions.

This study is designed to explore how perceptions of communication between special event planners in IFEA's United States Members by Organization have changed with different constituencies as a result of the terrorists attacks of 9-11-01. This study is being conducted by Judy Flanagan, CFEE, and Dr. John Haas, Associate Professor and Director of the School of Communication Studies, from the University of Tennessee.

All questionnaires will be sent directly to Judy Flanagan at the University of Tennessee for analysis. If the study is to be useful, it is important that you answer each question as thoughtfully and honestly as possible. Your answers to these questions will be kept completely confidential and no one from IFEA will have access to the actual surveys.

Please mail the completed survey in the enclosed preaddressed envelope no later than Monday, September 29.

If you have any questions or concerns, please do not hesitate to contact me at my office or email [Judy-flanagan@utk.edu](mailto:Judy-flanagan@utk.edu) or telephone 865-974-5028 or Dr. John Haas at [jhaas1@utk.edu](mailto:jhaas1@utk.edu) or telephone 865-974-2090.

Thank you in advance for your cooperation and assistance. We hope you find the questionnaire interesting and educational as you prepare for future events.

Cordially,

Judy Flanagan, CFEE  
Director of Special Events

Dr. John W. Haas  
Director, School of Communication Studies

## Sources of Information

*For each source listed below, mark the response on the questionnaire that best Indicates:*

- (1) *the amount of information you received from that source before 9-11-01, and the*  
 (2) *amount of information you need to receive from that source after 9-11-01 in order to perform your job.*

	This is the amount of information I received before 9-11-01							This is the amount of information I need to receive after 9-11-01						
	NONE	VERY LITTLE	LITTLE	SOME	GREAT	VERY GREAT	TOO MUCH	NONE	VERY LITTLE	LITTLE	SOME	GREAT	VERY GREAT	TOO MUCH
1) Your Event Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Public Relations Spokesperson (s) on your staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Operations Dept. Head on your staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Local Tourism Director(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Law Enforcement Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Fire & Safety Agencies/ Companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Event Insurance Providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Medical Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Military Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Vendors/ Suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We have listed below the sources of information available to most event professionals. We would like your opinion on the “quality” of information received from these sources in terms of timeliness, usefulness, and accuracy.

	Before 9-11-01							After 9-11-01							
<b>To what extent is the information you receive from <u>Your Event Staff</u> usually:</b>															
	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	
11) Timely (you receive the information when you need it – not too early or too late)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12) Useful (you can use the information)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13) Accurate (you can trust the information)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Before 9-11-01							After 9-11-01						
<b>To what extent is the information you receive from <u>Public Relations Spokesperson(s) on your staff</u> usually:</b>														
	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>
14) Timely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) Useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16) Accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent is the information you receive from the Operations Dept. Head on your staff usually:

Before 9-11-01

After 9-11-01

- 17) Timely
- 18) Useful
- 19) Accurate

	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>		<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent is the information you receive from the Local Tourism Director(s) usually:

Before 9-11-01

After 9-11-01

- 20) Timely
- 21) Useful
- 22) Accurate

	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>		<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent is the information you receive from the Law Enforcement Agencies usually:

Before 9-11-01

After 9-11-01

- 23) Timely
- 24) Useful
- 25) Accurate

	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>		<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Before 9-11-01							After 9-11-01							
<b>To what extent is the information you receive from <u>Fire and Safety Agencies/Companies</u> usually:</b>															
	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	
26) Timely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
27) Useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
28) Accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Before 9-11-01							After 9-11-01						
<b>To what extent is the information you receive from <u>Event Insurance Providers</u> usually:</b>														
	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>
29) Timely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30) Useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31) Accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Before 9-11-01							After 9-11-01						
<b>To what extent is the information you receive from <u>Medical Agencies</u> usually:</b>														
	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>
32) Timely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33) Useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34) Accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent is the information you receive from Military Support usually:

Before 9-11-01

After 9-11-01

- 35) Timely
- 36) Useful
- 37) Accurate

	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST</u>	<u>ALWAYS</u>	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST</u>	<u>ALWAYS</u>
35) Timely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36) Useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37) Accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent is the information you receive from Vendors/Suppliers usually:

Before 9-11-01

After 9-11-01

- 38) Timely
- 39) Useful
- 40) Accurate

	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>	<u>NEVER</u>	<u>ALMOST NEVER</u>	<u>SELDOM</u>	<u>SOMETIMES</u>	<u>OFTEN</u>	<u>ALMOST ALWAYS</u>	<u>ALWAYS</u>
38) Timely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39) Useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40) Accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Receiving Information From Others

For each topic listed on this page, mark your response on the questionnaire that best indicates (1) the amount of information you received on that topic before 9-11-01 and (2) the amount of information you must receive after 9-11-01 in order for you to perform your job.

	Before 9-11-01							After 9-11-01						
	NONE	VERY LITTLE	LITTLE	SOME	GREAT	VERY GREAT	TOO MUCH	NONE	VERY LITTLE	LITTLE	SOME	GREAT	VERY GREAT	TOO MUCH
41) How well I am doing my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42) Organizational practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43) Organizational decisions made that affect my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44) Changes in other entities that may affect my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45) Organizational policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46) Volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47) Entity-wide changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48) Goals of my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49) Event Prizes of Recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Event Planning Goals

*The following statements concern your event planning goals. Please indicate the level you agree or disagree with each of the statements before 9-11-01 and after 9-11-01.*

	Before 9-11-01							After 9-11-01						
	<u>STRONGLY DISAGREE</u>	<u>DISAGREE</u>	<u>SLIGHTLY DISAGREE</u>	<u>I DON'T KNOW</u>	<u>SLIGHTLY AGREE</u>	<u>AGREE</u>	<u>STRONGLY AGREE</u>	<u>STRONGLY DISAGREE</u>	<u>DISAGREE</u>	<u>SLIGHTLY DISAGREE</u>	<u>I DON'T KNOW</u>	<u>SLIGHTLY AGREE</u>	<u>AGREE</u>	<u>STRONGLY AGREE</u>
50) The event planning goals with which I work are clear to my employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51) The event planning goals with which I work are clear to the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52) The event planning goals with which I work are clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53) I am committed to the event planning goals with which I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Intergroup Relations

The statements below describe how intergroup relations function within an organization. Thinking about both your own work and the other entities with whom you interact, how much do you agree or disagree with each of these statements as a description of the way things are in your organization before 9-11-01 and after 9-11-01?

	Before 9-11-01						After 9-11-01							
	<u>STRONGLY DISAGREE</u>	<u>DISAGREE</u>	<u>SLIGHTLY DISAGREE</u>	<u>I DON'T KNOW</u>	<u>SLIGHTLY AGREE</u>	<u>AGREE</u>	<u>STRONGLY AGREE</u>	<u>STRONGLY DISAGREE</u>	<u>DISAGREE</u>	<u>SLIGHTLY DISAGREE</u>	<u>I DON'T KNOW</u>	<u>SLIGHTLY AGREE</u>	<u>AGREE</u>	<u>STRONGLY AGREE</u>
54) Other entities try to understand the situations and conditions we have to deal with in special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55) In general, most entities work well with one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56) Different entities work toward different goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57) There is much conflict between different entities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58) It is necessary for entities to work together to attain the goal of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59) I am satisfied with communication between entities that help make my event(s) successful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **Appendix B**

### **Pre 9-11-01 IFEA Convention and Expo Communication Program Sessions**

## **Appendix B**

### **Pre 9-11-01 IFEA Convention and Expo**

#### **Communication Program Sessions**

**The 43<sup>rd</sup> Exposition and Convention** held in Denver, Colorado from 9/23-9/27/98 had its theme 'Reaching New Heights Through Human Performance.' It had six sessions that were communication-related.

1. 'Crisis Communication: What to Do When 60 Minutes Calls' with subject matter that covered selecting proper spokespersons and developing messages and strategies.
2. 'Organizing A World Championship Victory: The Denver Broncos Superbowl 1998 Celebration' with subject matter on how the staff communicated and organized to produce an event drawing approximately 650,000 people.
3. 'Operations – Keys to Logistical Planning' with subject matter on how and what to communicate to produce a successful event.
4. 'Crisis Planning: A FEMA Study' with subject matter involving crisis management communication.
5. 'The Olympics: The Ultimate Event' with subject matter dealing with the production of the Games, and how the communication-related practices of the USOC differs from other Olympic Committees.
6. 'Moving Toward the Millennium' with subject matter involving cooperation, communication, and competition.

**The 44<sup>th</sup> Exposition and Convention** held in Phoenix, AZ from 9/22-9/26/99 had its theme 'Pursuing the Pinnacles of Professionalism'. It had three sessions that were communication-related.

1. 'Risky Business – Balance Remodeling Your Event with Financial Stability' with subject matter that involved communicating financial

information.

2. 'Advanced: Creative High Dollar Fund-raising – New Paradigms for the New Millennium' with subject matter involving how to communicate with foundations, corporations and individuals to raise money.
3. 'Developing a Working Emergency Plan' had subject matter involving crisis communication management.

**The 45<sup>th</sup> Exposition and Convention** held in New Orleans, Louisiana from 9/20-9/24/2000 had its theme 'Unmask Your Professional Potential' (IFEA's 45<sup>th</sup> Annual Convention Program & Expo Guide). It had four sessions that were communication-related.

1. 'Risk Management, Insurance and Legal Liability in Event Production' involved risk management communication.
2. 'Managing the Unmanageable' involved the communication and the process of planning and managing an event, from conception to completion.
3. 'Keeping Events Safe for Children' involved communication practices that help event producers learn how to better protect children and how to best deal with situations of possible child abduction.
4. 'Legal Issues for Fairs and Festivals' involved communicating with legal counsels from the fair and festivals industries on key issues including risk management, contracts, bylaws, and insurance.

## **Appendix C**

### **Post 9-11-01 IFEA Convention and Expo Communication Program Sessions**

## Appendix C

### Post 9-11-01 IFEA Convention and Expo

#### Communication Program Sessions

**The 46<sup>th</sup> Annual Convention and Expo Trade Show** originally had been scheduled in 10/03 to be held in Boston, Massachusetts, only a month after the terrorist attacks on America. As a result, the convention was postponed, reevaluated, and moved to Las Vegas, Nevada for a 1/21 – 1/25/2002 convention. The theme became ‘Revolutionary Ideas for a Brave New World’. The convention had fourteen sessions involving communication.

1. ‘Security Mishaps, Pitfalls and Procedures’ session offered one person’s stories on what he did to learn what he brought to this session. It involved basic communication-related procedures for safe and efficient security.
2. ‘Working With Your City’ session involved ways to work proactively with your city/county government” with emphasis on dealing with permits, cost recovery, insurance, communication, and the political process.
3. ‘BRAVE NEW WORLD SERIES: Homeland Security: New Expectations of Public Events...How Safe Can They Be?’ This session was sponsored by Las Vegas Events and was developed especially after 9-11 for the IFEA convention as a “must attend, top national, regional and local officials” addressed the new expectations that will now be placed on public events and what we can do to protect ourselves and our participants. The session centered on how to communicate effectively given new expectations and safety concerns.
4. ‘Keeping Events Safe for Children.’ “Speakers from the National Center for Missing & Exploited Children (NCMEC)” involved information on communication-related issues of how to best deal with situations of possible child abduction.
5. ‘Let’s Get Ahead of Change for a Change’ involved key communication

strategies for ensuring success during times of turmoil and significant change.

6. 'BRAVE NEW WORLD SERIES: Impact and Implications of the September 11<sup>th</sup> Tragedy on the Events Industry.' involved a roundtable discussion on the attacks on the Pentagon and World Trade Center Twin Towers in conjunction with the world in which we work, the implications and impact on events worldwide – safety guests, volunteers, and employees; travel and tourism; sponsors; media coverage; budgeting and security plans; programming; communication; and future protocol.
7. 'BRAVE NEW WORLD SERIES: How to Sell Sponsorships in Uncertain Times – Dealing with the Ripple Effects of the Economy and the Attack on America.' involved communication with corporate sponsors.
8. 'Perception and Preparedness: Preventing Little Problems from Becoming Big Problems.' involved a former public servant speaking on topics such as: patrons' expectation of safety, preparedness to handle problems that arise, dealing with environment emergencies, food and sanitation, violence, gang activity, potential ADA, communication with the public, and production problems, as well as other issues relating to the operation of a well run event.
9. 'Legal Issues for Festivals and Fairs' involved risk management communication, contracts, bylaws, and insurance.
10. 'The Pasadena Tournament of Roses: A Case Study of Impact and Response on Major Events in the Wake of 9/11' involved an opportunity to hear first hand how the Tournament of Roses Parade and the Rose Bowl football game communicated with constituents in the wake of 9/11.
11. 'BRAVE NEW WORLD SERIES: The Changing Face of Tourism in the Wake of September 11<sup>th</sup> and How To Position Your Event for the Future.' tourism communication as one of the most impacted areas following the incidents of September 11<sup>th</sup>.
12. 'BRAVE NEW WORLD SERIES: Community Heart: The Critical Partnership Between Cities and Events as We Strive for Normalcy.' involved the importance of communicating the important and positive role that our industry plays in our society.
13. 'Issaquah Salmon Days Festival: A Case Study of Impact and Response on Smaller Events in the Wake of 9/11.' involved how participants in a smaller community event felt the impact and developed the necessary

communication practices to respond to the new expectations we must now all face.

14. 'The Effect of 9/11 on Event Insurance' involved the communication strategies involved in festival/event insurance coverage.

**The 47<sup>th</sup> Annual Convention and Expo** held in Louisville, KY from 11/6-

11/10/02 had its theme 'Winning Edge.' It had four sessions that were communication-related.

1. 'Keeping Your Event a Success – 10 Tips for Working with the Police' involved communication practices useful to relationship building.
2. 'Analytical Ideas to Improve Your Event' with subject matter that covered a variety of areas and one that involved creating and communicating a security plan.
3. 'Law Enforcement and Special Events: Making the Connection' involved communication and strong relationships between event professionals and those who make it safe.
4. 'Event Leadership for the New World' involved the economic, social, political, communication, environmental and other challenges and how planning and thinking must reflect these changes.

**IFEA 48<sup>th</sup> Annual Convention and Expo Experience** held in Anaheim, CA

from 11/18-11/22, 2003 had its theme 'Remember the Magic.' It had two sessions that were communication-related.

1. 'Successful Security: The New Police and Event Partnership' involved effective communication and relationship building between local police agencies and your event.
2. 'Olympic Success: A Look Inside The 2010 Vancouver Olympic Bid' involved information on "research, preparation and presentation" used for the Olympic bid process.



## Vita

Judy Flanagan was born in Lubbock, Texas on April 28, 1950. In 1951 her father, Master Sergeant James Joseph Flanagan II, was transferred to help build what would become McCoy Air Force Base, in Central Florida. In 1968, she graduated from Osceola High School in Kissimmee, Florida. From there, Judy attended Memphis State University in the fall, 1968 to spring, 1972 and graduated with a B.S. in Education; major in Speech and minor in Sociology. Early on, she participated in parades, half-time shows and theatrical events. Flanagan's motivation came from observing movies from the 1950's, 60's and '70's, especially musicals because they helped build her passion for the entertainment industry.

Judy learned from the best in the business. She began her livelihood at Walt Disney World, Florida in June 1972. It is there she learned to 'polish' events and operational aspects of any position she was to hold throughout her lifetime. On the job education came from Disney Cast Members who had worked directly for Walt Disney at Disneyland in Anaheim, California. The Disney way consists of perfection in every aspect of work. The Disney method has been passed on to future generations through work ethics, story telling, and the Disney University. Similarly, in the mid-1990's The University of Tennessee's Spring Commencement Ceremony incorporated a tradition of passing the torch of light/knowledge from one generation to the next, which had been accomplished at separate university events in earlier years.

Judy Flanagan has directed special events and parades for Walt Disney World; Knoxville, Tennessee 1982 and New Orleans, Louisiana 1984 World Fairs; and has been

involved with Macy's Thanksgiving Day Parade; Gatlinburg's Christmas Parades from 1981-1985; events in Puerto Rico; Ottawa, Canada; Boston, Massachusetts; and other cities in the United States. The 1983 Miss U.S.A. Pageant utilized her services for on-location sites for pre-recording 'fun scenes' throughout East Tennessee. In 1988-1990 Judy served as planning and development scheduler for rides and shows of the Universal Studios Florida phase 1 project, while at Universal City, California. Later, she served as project coordinator on-site while building ET's Adventure Ride at Universal Studios Orlando, Florida.

In 1990 Judy was hired as Director of Special Occasions in the Office of University Relations at The University of Tennessee. Later, the title was changed to Director of Special Events, once it became clear the magnitude of events produced. At a later date, Judy reported to the Office of Vice President for Development and Alumni Affairs. Overall, Flanagan has served seven university presidents including emeriti during her tenure. She staged the university's 200<sup>th</sup> anniversary events in 1994; groundbreaking and dedication ceremonies; Neyland Stadium's 1996 Expansion Dedication; VOLS 1997 Championship Celebration in Neyland Stadium held in January, 1998; Lady VOLS Basketball Championship Banquets in the Thompson-Boling Assembly Center and Arena; quarterbacked more events than can be counted; and is a public speaker on a variety of subjects within the special event and parade industries.

Judy Flanagan continues to stage events for The University of Tennessee. She acts as a conduit between the University and constituents to keep quality number one for university events. She has spent a lifetime synergizing young people interested in special events. As a result, the Judy Flanagan Special Events Scholarship Endowment was

established. Criterias involve the scholarship to be offered to a full-time rising junior or senior student at The University of Tennessee who is interested in a career of special events and has demonstrated ability in this area. Many thanks go to donors who have contributed and continue to contribute to this scholarship.

Judy Flanagan is listed in *America's Registry of Outstanding Professionals* (2002) and following publications: Marquis's *Who's Who in America*, *Who's Who of American Women*, *Who's Who in Finance and Industry*, and *Who's Who in the World*. The International Biographical Centre in Cambridge, England has her listed in *The World Who's Who of Women*, *Who's Who in the World*, *International Leaders in Achievement*, *The Dictionary of International Biography*, and the *International Book of Honor*. Flanagan is in Strathmore's *Who's Who*. The American Biographical Institute has her listed in the publication, *Notable American Women*, as well as other diverse professional publications. She was first recognized in 1981 in the book titled *Outstanding Young Women of America*. She was awarded the Lifetime Achievement Award by the American Biographical Institute in 1993 for her work in the entertainment industry. She is a member of the International Festivals and Events Association; has served on the President's Council and Foundation Board; and the Tennessee Festivals and Events Association's Executive Committee. She received her Certified Festivals and Events Executive Certification (CFEE) at the Las Vegas convention in January 2002. Flanagan is a member of Omicron Delta Kappa and the Council for the Advancement of Secondary Education.

Flanagan's concerns today are two-fold for the 21<sup>st</sup> century's true professional event planners. Not only must they strive to keep excellence in special events, they must

also integrate requirements for vigilance in counter terrorism tactics for every event plan and include into every budget a heightened security for all events. The spirit of innocence that special events, parades, festivals, conferences, and the entertainment industry once shared are now history in the ages of time because the world must remain vigilant in the on-going fight against terrorism.