

Routing for On-Campus Approval of Degree Program Actions

Type of Action: Enter "X" for Action Type(s) and list Title and Prefix(s) as indicated

<input type="checkbox"/> New Degree Program	Proposed Program Title _____
<input checked="" type="checkbox"/> New Certificate Program	Proposed Certificate Program Title <u>Sport & Entertainment Venue Management</u>
<input type="checkbox"/> New Minor Program	Proposed Minor Program Title _____
<input type="checkbox"/> Change in Degree Program Title	Current Degree Program Title _____
<input type="checkbox"/> Change in Certificate Program Title	Current Certificate Program Title _____
	Proposed Certificate Program Title _____
<input type="checkbox"/> Change in Minor Program Title	Current Minor Program Title _____
	Proposed Minor Program Title _____
<input type="checkbox"/> Change in Course Prefix	Current Course Prefix PRT _____ Proposed Course Prefix PRT _____
<input type="checkbox"/> Program Discontinuation	

Proposed Effective Date Fall 2017 Program Contact: Michael Kanters, mkanters@ncsu.edu

Proposed CIP Code 31.0301 Parks, Recreation and Leisure Facilities Management, General

Routing of Action: Indicate date when the following occurs

Completed Request to Plan and 1-page Concept Paper

N/A Council of Dean's- Approval to Plan

Completed Proposal

4/14/17 Department Head endorses*

5/2/17 College Curriculum Committee (undergraduate or graduate) recommends*

5/3/17 College Dean endorses*

Proposal moves to Undergraduate or Graduate office for routing

8/2/17 Recommended by Vice Provost, DELTA, if applies*

_____ Substantive Change Review Team (SCRT) informed

_____ If SACS notification is required, SCRT prepares letter for Chancellor to send to SACS

_____ University Courses & Curriculum Committee or Administrative Board of the Graduate School recommends

_____ Associate Deans Council or Graduate Operations Council informed

_____ Dean (Graduate School or DASA) approves*

Proposal move to the Executive Vice Chancellor Provost's office for routing

_____ Vice-Provosts informed

_____ Deans' Council recommends*

_____ Executive Vice Chancellor and Provost approves*

_____ Chancellor's Executive Officer's (EOM) recommend

_____ University Council informed

_____ Board of Trustees subcommittees recommend

_____ Chancellor approves*

_____ Accreditation Liaison notifies SACS, if applicable

_____ Submitted to UNC-General Administration by Provost's Office

* Signature is required on the signature page for the action

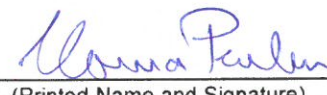
**Online Graduate Certificate in Sport & Entertainment Venue
Management
North Carolina State University**

This request has been reviewed and approved by the appropriate campus committees and authorities.

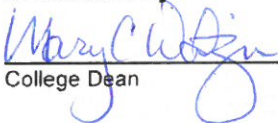
Endorsed By:

MYRON E. FLOYD  14 April 2017
Head, Department/Director of Graduate Program (Printed Name and Signature) Date


Recommended By:

ILONA PESZLEN  May 2, 2017
Chair, College Graduate Studies Committee (Printed Name and Signature) Date

Endorsed By:

 **Mary C Watson** 5/3/17
College Dean (Printed Name and Signature) Date

Recommended By:

 **Thomas J. McWaters** 5/2/17
Vice Provost, DELTA (if DE degree) (Printed Name and Signature) Date

Approved By:

Dean of the Graduate School (Printed Name and Signature) Date

Recommended By:

Dean's Council (Printed Name and Signature) Date

Approved By:

Executive Vice Chancellor and Provost (Printed Name and Signature) Date

Approved By:

Chancellor (Printed Name and Signature) Date

**NC State University
Certificate Proposal Form**

Certificate Title: Sport & Entertainment Venue Management

New:

Revision:

Classification of Instructional Programs (CIP) Discipline # (6 digits): 31.0301

Certificate Type:

On-Campus:

Distance:

On-Campus & Distance:

Proposed Effective Date: Fall 2017

Director of the Certificate Program: Yu-Fai Leung

Program Coordinator (if different from Director): Michael Kanters

Graduate Services Coordinator: Anju Sing

College: Natural Resources

Department/Program: Parks, Recreation & Tourism Management

Catalog Description:

The intent of the program is to provide post-baccalaureate students with a foundation for entry and advancement in the public assembly venue management industry. The certificate program courses focus on effective and efficient management practices for sport and entertainment venues with an emphasis on the three core components of sustainability: environment, equity, and economics.

Projected Enrollment:

On-Campus

Yr. 1-__

Yr. 2-__

Yr. 3-__

Yr. 4-__

Distance

Yr. 1-25

Yr. 2-30

Yr. 3-35

Yr. 4-35

Attachments:

- Proposal Document
- Statement of other departments likely to be affected and summary of consultation with those departments
- Program-level assessment
- Campus Routing Form
- Signature Page

Graduate Certificate in Sport and Entertainment Venue Management

Description

Billions of dollars continue to be invested in building public assembly venues worldwide. Venues like the PNC Arena, Carter Finley Stadium, Red Hat Amphitheater, along with a host of small and varied facilities, are relied upon by communities to host sport and entertainment events, attract tourists and residents, stimulate local economies, and help define a community's identity.

Those who manage public assembly venues are challenged to operate these facilities in ways that bring success to venue ownership and the community while meeting the needs of patrons. Accomplishing this daunting task is neither simple, nor is it consistent from venue to venue. Venues vary in mission based upon type, location, and goals set by owners and public officials. In order to achieve the established goals, management must continually fine-tune their venue management skills and keep abreast of ever-changing social and economic trends.

The proposed online graduate certificate in Sport & Entertainment Venue Management (SEVM), in concert with the Department of Parks, Recreation and Tourism Management (PRTM) Online Masters of Parks, Recreation, Tourism & Sport Management (MPRTSM) program, is designed to provide a foundation for entry and advancement in the public assembly venue management industry. A 12 credit hour online graduate certificate program will include two required public assembly management courses (new courses) and two required courses from the MPRTSM curriculum. Similar to the MPRTSM program, students will be admitted into the certificate program as a cohort and complete the two required courses consecutively as a group. Students will then complete the two additional courses from the MPRTSM curriculum to complete their certificate program. All courses will be delivered entirely online using an 8-week accelerated course format. The PRTM department has had tremendous success using this program model with the MPRTSM program. Students have consistently indicated that the cohort model and accelerated course format have been critical elements contributing to the ongoing success of the program.

Industry Demand & Target Student Population

Results of market assessment conducted by the University Professional and Continuing Education Association (UPCEA) indicated that although several Sport Management undergraduate and graduate programs across the country include some aspect of sport facility management in their curricula, there are few universities that offer a graduate level program dedicated to the sport and entertainment venue management industry. The University of South Carolina offers

a Bachelors, Masters and Ph.D. in Sport and Entertainment Management. A survey of the International Association of Venue Managers (IAVM) conducted by UPCEA indicated that beyond the program at the University of South Carolina there were no other frequently identified universities that “come to mind” when survey participants were asked to identify sources for preparing professionals to enter the venue management sector. Over 80% of survey respondents also indicated that there are underdeveloped areas in need of more training or education in the venue industry and 67% of respondents said a graduate-level certificate in venue management would be “favorable” or “very favorable”.

In addition to targeting students that have expressed interest in our MPRTSM program, the SEVM program will attract prospective students from a very large and expanding venue management industry. Collaboration with the International Association of Venue Managers (IAVM) (<http://www.iavm.org/>) in development of this proposed program and the assessment of market demand provides strong indicators of anticipated program demand. IAVM has over 5,000 members in the United States and several thousand more through their affiliate Asia and Pacific Venue Management Association. Our intent is to work cooperatively with IAVM to recruit prospective students.

Additionally, IAVM has a partnership with Oglebay Resort & Conference Center where they offer a Venue Management School. This is a non-credit series of two week-long courses held over two consecutive years. Since 1987 over 2,800 venue professionals have attended the Venue Management School. Our department has a long partnership history with the Oglebay Conference Center and its professional management schools. PRTM currently sponsors the largest recreation technical assistance and professional service program in the U.S., with over (10,000) people certified in the past 40 years through its national training programs at Oglebay (<https://cnr.ncsu.edu/prtm/extension-outreach/oglebay-schools/>). Although our department does not currently have a formal partnership with the Venue Management School at Oglebay, given our department’s partnership history with Oglebay, we anticipate a mutually beneficial collaboration/partnership with the proposed SEVM program.

Program of Study

The online graduate certificate program in SEVM will consist of 12 credit hours of required coursework. Two of the courses (PRT 511 & PRT 502; Note, PRT 502 course number will be changed to PRT 512) will be completed in sequential order. The remaining two courses, selected from the current MPRTSM curriculum, will be PRT 503 Advanced Fiscal Management for Parks, Recreation, Tourism & Sport Management and PRT 507 Strategic Marketing Management for Parks, Recreation, Tourism & Sport Management. The structure of SEVM graduate certificate program is laid out in Table 1. Students would be admitted as a cohort group and then

complete PRT 511 and PRT 502 (512) together as a group followed by PRT 503 and PRT 507. All SEVM courses would be structured in an accelerated 8-week format with a combination of synchronous and asynchronous activities and assignments.

Table 1
Course Structure for the Graduate Certificate Program in Sport & Entertainment
Venue Management
Core Courses

Number	Title	CR
PRT 511	Sport & Entertainment Venue Management 1	3
PRT 502 (Proposed change to PRT 512)	Sport & Entertainment Venue Management 2	3
PRT 503	Advanced Fiscal Management for Parks, Recreation, Tourism & Sport Management	3
PRT 507	Strategic Marketing Management for Parks, Recreation, Tourism & Sport Management	3

A key attribute of the SEVM program will be an emphasis on sustainable management practices. Sustainability within this context refers to practices that would minimize the environmental impact of facilities and their programs. Emphasis will be placed on the three core components of sustainability: environment, equity, and economics. Faculty expertise in the area of sport and environment along with established relationships with the Natural Resources Defense Council (NRDC), Green Sport Alliance (GSA), the Department of Athletics and the Office of Sustainability at NC State will be leveraged to provide key expertise on environmental issues and solutions within the core classes. These solutions will emphasize the equitability and economic value of sustainability choices. This emphasis can provide added value to venue managers worldwide in the changing landscape of expectations of facility managers. This change in expectations can be seen in the creation of important coalitions such as the NRDC, GSA, and Environmental Protection Agency partnering with the stadium managers association to provide managers with key information for environmentally sustainable facility practices.

Learning Outcomes

Upon completion of the SEVM Graduate Certificate Program students will be able to:

- describe concepts of effective, efficient, and sustainable management practices for sport and entertainment venues.
- Understand the quality of environment, equity, and economics of

- sustainability
- Articulate the environmental issues of sport and entertainment venue management
- Identify necessary components of mitigating risks in sport and entertainment venue management
- Describe procedures for sport and entertainment venue crowd management
- Describe procedures for sport and entertainment venue safety and security
- Identify theories that underlie marketing processes
- Identify future trends and challenges in marketing and how they can associate with current sport management practices
- Evaluate and create sport management marketing strategies and tactics
- Identify and apply fundamental concepts of sport & entertainment venue management consumer behavior and the decision-making process
- Apply analytical techniques and principles of budgeting to enable sustainability
- Apply current financial practices as they relate to the generation, consumption, and disbursement of funds in sport management operations
- Apply ethical financial analyses to current economic situations within sport management operations

Requirements for Admission

Students must have a Bachelors degree from an accredited four-year college or university, and have an overall (or major) GPA of at least 3.0 on a 4-point scale for admission into the SEVM Graduate Certificate Program.

An application for acceptance into the Graduate Certificate Program is required for all new students. Students must complete the Graduate School application, found at <http://www.ncsu.edu/grad/applygrad.htm>. In addition to a transcripts documenting a Bachelors degree, applicants will be required to submit a personal statement and resume of previous work experiences.

Those applicants who are currently enrolled in an NC State graduate degree program need only provide the graduate student Certificate Plan Data Entry form, found at <https://grad.ncsu.edu/wp-content/uploads/2015/12/grad-cert-plan-data-entry.pdf>

New applications will be reviewed at the department/program level.

Registration procedures, registration dates and course availability for each semester can be found on the NCSU Registration and Records webpage at <http://www.ncsu.edu/registrar/>

Academic success in the SEVM Graduate Certificate Program might have a strong bearing on admission to a graduate degree program. However, completion of a

graduate certificate program in no way guarantees entry into a graduate degree program, which must be done through a separate application process.

Academic Performance Requirements

- To receive a Graduate Certificate, a student must maintain a minimum 3.00 grade point average (GPA) on all coursework taken at NCSU.
- All courses taken for certificate credit must be completed with a grade of "B-" or better.
- All courses at the 500- or 700-level taken for certificate credit must be letter-graded. Credit- only courses cannot be used for certificate credit.
- Transfer credit from other institutions is not allowed for the SEVM. All coursework must be registered through NC State University.
- Up to six (6) hours of PBS coursework, if not already used in another graduate program, may be transferred into the SEVM. All transfer credit must carry a grade of B or better.
- Up to six (6) hours of coursework taken while in another graduate program at NCSU may be applied towards the SEVM. All such coursework must carry a grade of B or better and be approved by the SEVM program coordinator and the PRTM DGP.
- The limit for transfer credit into the SEVM is six (6) hours from all sources. All transfer credit must carry a grade of B or better.
- Graduate certificate courses taken by students who are also enrolled in a graduate degree program may be double-counted with the degree courses to the extent that the courses unique to the degree remain at 18 hours for a MS degree or 36 hours for a PhD degree.
- The transfer of graduate certificate courses taken prior to enrollment in a graduate degree program is limited to 12 hours (note: transfer totals from all sources shall not exceed 12 hours).

Program Administration

The SEVM Graduate Certificate Program will be coordinated by Dr. Michael Kanters, current Program Coordinator for the Masters of Parks, Recreation, Tourism & Sport Management online Program. Dr. Kanters will report directly to Dr. Yu-Fai Leung, DGP for the Department of Parks, Recreation Tourism Management. The key responsibilities of the program coordinator are to:

- Develop policies on academic probation, warning and termination.
- Review of certificate applicants and make admission recommendations to the PRTM DGP
- Correspondence with prospective and current students
- Review and approval of forms and paperwork (e.g., Plans of Work)
- Recruit off-campus course instructors

- Coordinate certificate program assessment

The Graduate Services Coordinator for PRTM will be responsible for the following SEVM related duties:

- Preparation of certificate forms and paperwork
- Review and approve for graduate certificate completion.
- Serve as liaison with graduate school for the certificate program.

Given that two of the required courses for the SEVM program are existing courses in the MPRTSM program and that course structure and delivery formats are identical to MPRTSM courses, minimal additional resources are needed for program coordination.

A key attribute of success associated with the online MPRTSM program is a dedicated Instructional Technologist position to support both faculty and student interactions with required courses. With anticipated enrollment expected to match levels currently realized by the MPRTSM program, we plan to hire a second Instructional Technologist to support faculty and students in the SEVM Graduate Certificate program. Funding for this new position will come from DELTA funds for program tuition. In addition, DELTA funds for program tuition will be used to pay SEVM course instructors (e.g., either overload pay for current faculty or pay for adjunct faculty).

Enrollment Projection

The feasibility analysis completed by UPCEA indicated there are no local competitors offering certificates in SEVM in the State of North Carolina, and only a handful of online competitors offer this or a comparable program. The University of South Carolina's Masters and Ph.D. program in Sport and Entertainment Management emerged as notable competitor. In total, 21 different institutions were mentioned at least once in a survey of individuals working in the SEVM industry, however, these were predominantly at the undergraduate level. Based on the results of the feasibility analysis and ongoing high demand for the Masters of Parks, Recreation, Tourism & Sport Management online program we project the following enrollments:

Year 1: 25 students

Year 2: 30 students

Year 3: 35 students

Year 4: 35 students

Tuition and Fees

No additional fees beyond those normally charged for Graduate Distance Education

courses at NC State University. See current Graduate Distance Education tuition and fees at the following site: <https://cnr.ncsu.edu/prtm/online-masters-degree/tuition-and-fees/>

Faculty Participants

All four SEVM required courses will be taught by graduate faculty (to include tenure track, non-tenure track, and adjunct members with specialized expertise) in the Parks, Recreation & Tourism Management Department. Each SEVM course instructor will meet the eligibility requirements of the Graduate School related to teaching.

Outcomes Assessment Plan

Objectives

1. In this certificate program, students will learn concepts of effective, efficient, and sustainable management practices for sport and entertainment venues.
2. The certificate program will provide an educational experience that satisfies the expectations of the graduate students who complete the program.

Objective 1

Outcome	Evidence to be Collected	Source of Evidence	Frequency of Collection
Articulate the environmental issues of sport and entertainment venue management	Class assignments (e.g. case studies) and exams.	Students	Annually
Determine food and beverage best practices for sport and entertainment venues	Case studies/simulation assignment	Students	Annually
Describe procedures for sport and entertainment venue safety and security	Case studies/exams	Students	Annually
Describe advanced financial theories as	Class assignments/exams	Students	Annually

related to sport & entertainment venue management			
Apply analytical techniques and principles of budgeting to enable sustainability	Class assignments/exams	Students	Annually
Apply ethical financial analyses to current economic situations within sport venue operations	Course assignments/exams	Students	Annually
Define and apply key sport marketing concepts	Exams	Students	Annually
Identify theories that underline sport marketing processes	Exams	Students	Annually
Create a research-based marketing plan for a sport organization	Course project	Students	Annually
Identify future trends and challenges in sport marketing and how they can associate with current sport marketing practices	Course exam	Students	Annually

Objective 2. The certificate program will provide an educational experience that satisfies the expectations of the graduate students who complete the program.

Outcome	Evidence to be Collected	Source of Evidence	Frequency of Collection
To be satisfied with the usefulness of the certificate program in enabling them to achieve their	Exit survey administered by Graduate School	Graduate School	Annually

professional goals			
To be sufficiently satisfied with the certificate program to recommend it to others with the same professional goals	Exit survey administered by Graduate School	Graduate School	Annually
To be satisfied with the appropriateness of the courses in providing the knowledge or training they anticipate needing for their professional goals	Exit survey administered by Graduate School	Graduate School	Annually
To be satisfied with the frequency and timeliness of courses offered for the certificate	Exit survey administered by Graduate School	Graduate School	Annually
To be satisfied with the quality of teaching in certificate courses	Exit survey administered by Graduate School	Graduate School	Annually
To be satisfied with the overall educational experience of the certificate program	Exit survey administered by Graduate School	Graduate School	Annually