



INFORMATION PACKET

Completed application forms and written references must be received
by IAVM no later than November 1st.

TABLE OF CONTENTS

Information for Prospective Candidates for the CVE Program	3
Four Steps to Certification	4
The CVE Timetable	5
Step One: The Application Process	6
Step Two: The Written Essay	9
Step Three: The Written Examination	10
Step Four: The Oral Interview	13
Certified Venue Executive IAVM Voluntary Certification Program Policies and Procedures	14

In accordance with the requirements of the Americans with Disabilities Act of 1990, accommodations in testing can be made if the need is documented for the learner.

Section 309 of the Americans with Disabilities Act (ADA) requires certification and testing organizations to comply with the Act. This section provides that:

"Any person who offers examinations or courses related to applications, licensing, certification, or credentialing for secondary or post-secondary education, professional, or trade purposes shall offer examinations or courses in a place and manner accessible to persons with disabilities, or offer alternative accessible arrangements for such individuals."

The IAVM Certification Program complies with the Americans with Disabilities Act by ensuring that persons with disabilities have physical access to the testing facilities used by the Program. Further, the Program administrator will make accommodation in the way the examination is administered for those persons who have disabilities. The application forms of the IAVM Certification Program provide space for indicating a disability and solicit suggestions from the Candidate as to how he/she can be best accommodated. Persons with questions concerning the Americans with Disabilities Act as it relates to the examinations given by the IAVM are encouraged to contact the Certification Program Administrator.

INFORMATION FOR PROSPECTIVE CANDIDATES

WHY CERTIFICATION?

- Certification develops a standard of professionalism for public assembly venue managers and the International Association of Venue Managers.
- Certification creates a learning process that assists the individual to understand the diversity and depth of information that lead to the creation of our profession.
- Certification helps the individual that undertakes the process to categorize and evaluate their professional experience.
- Certification may increase the value (salary and position) of the job that the person currently holds and potential future jobs for the CVE.
- Certification creates a feeling of self-worth and self esteem to those who successfully complete the program.
- Certification validates the successful recipient as an extremely knowledgeable and experienced public assembly venue manager.

THE CVE MESSAGE: SKILL, COMMITMENT, GROWTH

The Certified Venue Executive (CVE) program was begun by IAVM in 1976 to recognize excellence in the professional development and competence of managers of public assembly venues.

There is a Renewal requirement for CVEs to maintain the Certified Venue Executive designation. Every three years, CVEs are required to submit evidence of continuing education and professional development.

The CVE designation says three important things about a venue executive: he or she is a skilled manager, is committed to the industry, and is pledged to continued professional growth and development. Those inside and outside the industry recognize managers who earn the CVE designation as experts in their profession.

The basic purpose of the voluntary certification program is to provide additional incentive for professional improvement in public assembly venue management, to assure recognition for those who attain certain specific standards, and to lead toward development of a full professional status in the field of public assembly venue management.

The primary purpose is to encourage professional development and to recognize achievement. It is not the purpose of the certification program to determine who shall or shall not engage in the management of public assembly venues. It is recognized that there are many who are successfully engaged in public assembly venue management who are not interested in applying for certification.

FOUR STEPS TO CERTIFICATION

STEP ONE: Experience, Professional Development, and Service

Prerequisite for applying: The applicant must have a minimum of seven (7) years' experience in the top two levels of management at a public assembly venue or an industry-related supplier of products or services. See page 6 for exceptions.

1. Submit completed application and payment to IAVM HQ. A completed application includes:
 - a. Attachments outlining education, experience, program participation, publications, and professional and community activities.
 - b. Letter of Confirmation from the executive(s) to whole the candidate reports.
 - c. Signed commitment to the IAVM Code of Ethics
2. Application fee is US\$150 (\$200 non-member of IAVM). A credit card payment or check, made payable to the International Association of Venue Managers, must accompany the application. This fee is non-refundable.

Before submitting your application, double check that all requirements have been fulfilled. Applications and all accompanying material must be received by November 1st.

Application is reviewed by IAVM Certification Board.

STEP TWO: The Written Essay

A written essay must be completed outlining the candidate's knowledge of venue management. Detailed instructions concerning the essay structure and content are provided to those whose applications are approved.

Written essays must be received at IAVM HQ by February 1st.

STEP THREE: The Written Exam

Individuals whose applications and written essays are accepted become candidates for the Certified Venue Executive designation. Candidates receive written notification from the Chair of the Certification Board or his/her designee that they will be allowed to sit for the written examination.

1. Examination fee of US\$450 is due once the examination date has been confirmed. Note: It is required that exam fees are paid in full no less than 14 days prior to the exam in order to ensure your seat at the specified date.
2. Examinations are administered/proctored during IAVM's conferences/meetings (AVSS, GuestX, VenueConnect, Region Meetings). Please check the web site for current testing dates.
3. Once examinations have been administered, the candidate will be notified by IAVM of the final score within two (2) weeks.

The examination covers basic knowledge regarding the overall management of public assembly venues, including arenas, amphitheaters/fairs, stadiums, convention centers and performing arts venues. A list of Suggested Study Materials for the CVE Written Examination is included in this package.

STEP FOUR: The Oral Interview

Individuals who pass the written examination will be required to sit for an oral interview by a panel of Certification Board members. The oral interview panel will evaluate the candidate's knowledge of a series of industry topics that probe professional experience, management philosophy, professional contributions, and overall management of public assembly venues, including arenas, amphitheaters/fairs, stadiums, convention centers and performing arts venues. The oral interview panel will also evaluate the candidate's ability to articulate those points. The panel will consider the above criteria to determine whether the candidate passes the oral interview.

All four steps must be successfully completed to attain certification.

THE CVE TIMETABLE

KNOW WHEN TO COMPLETE EACH STEP

The points for work experience and service can be accumulated over any span of time. Once the candidate feels he/she has amassed the necessary point totals, he/she should submit the completed application along with the written references and the required fee of US\$150 (\$200 non-members of IAVM).

- Application deadline is November 1st. Applications will be reviewed by the Certification Board upon receipt. Once the application and references have been approved, the candidate will receive notice from IAVM HQ that step one is completed.
- Written essays are due by February 1st and will be rated on a pass or fail basis unless the essays are requested to be resubmitted. Once resubmitted, the essays will then be reviewed by the Certification Board and rated on a pass or fail basis.
- Arrangements can be made for the written examination to be administered at one of IAVM's meetings (AVSS, GuestX, VenueConnect, Region Meetings). The fee for the exam is US\$450. Completed written exams must be returned to the IAVM Headquarters a minimum of 30 days prior to anticipated oral interview date.
- Oral interviews are conducted at VenueConnect - the Annual Conference & Trade Show and may be conducted, subject to Board availability, at IAVM Headquarters during the Board's October meeting, the Senior Executive Symposium in May, and the VMA Annual Congress in May. For those wishing to sit for the Oral Interviews during the VMA Annual Congress in May, the interview can be conducted via Video Conferencing.
- Applicants will be notified of their status during each step of the process. An individual officially becomes a candidate for the CVE after his or her application and written essay are approved by the Certification Board; applicants are notified of the status of their application by December 20th. Preliminary scores of the written exam will be sent to candidates within two (2) weeks after exam submittal. Invitations to sit for the oral interview will be made following the final grading and validation, which will be approximately four weeks prior to the oral interview date selected on the application.
- Following the oral interview, candidates will be informed of the decision of the Certification Board regarding their certification, usually within two days.
- Candidates who fail the written examination may retake the failed step during the next calendar year by submitting a written request to IAVM Headquarters by the submission deadline for new applications for that year. Candidates who fail the written exam three times will be required to submit a new application form, fees and meet all eligibility requirements in effect at the time of the application. Any retake of the exam must be completed within three years of the original written exam.
- Candidates who fail the oral interview will be allowed to reattempt this step the next time oral interviews are conducted. Candidates who fail the oral interview two times will not be allowed to reattempt any sooner than 12 months from the date of the second failed attempt. Candidates who fail the oral interview three times will be required to resubmit a new application form, fees and meet all eligibility requirements in effect at the time of the application. The oral interview must be completed within five years from the beginning of the certification process.
- Candidates are allowed five years from application submission date to complete the CVE process. If the candidate is unable to complete within five years, the candidate must submit a new application, fees and meet all eligibility requirements in effect at the time of application.
- CVEs must renew their certification at three year intervals. The application for renewal is due January 1st three years following the date of issuance of the CVE. On the application, CVEs must show evidence of continuing education, teaching, publishing and/or other professional activities.

STEP ONE: THE APPLICATION PROCESS

THE APPLICATION FORM

Information on the application form should be typewritten or printed. If additional space is required, attach extra 8 1/2 x 11 sheets. Make certain your name appears at the top of all supplemental sheets. All pages submitted should be collated together with the application form on top.

An individual must show accumulation of 300 points, achievable as outlined below:

- Higher Education and Public Venue Management Experience
- Certifications (previously received)
- Continuing Education
- Teaching/Program Participation
- Publication of Written Works
- Professional and Community Activities

To qualify as a candidate for certification, a venue executive must first have seven years of experience in the top two levels of management at a public assembly venue, be a graduate four-year college or university, or be able to provide documentation to attest to completion of undergraduate or graduate work not leading to a degree.

EXCEPTION:

If an applicant contends that their organizational chart and job description does not accurately represent the exact nature of their responsibilities with regard to running a venue, he/she may:

1. Request the principal officer of the venue write a letter to the Certification Board on venue letterhead, explaining the applicant's functions and responsibilities as they relate to the CVE application requirements; or
2. The applicant may forward a letter to the Certification Board on venue letterhead, explaining why he/she believes his/her present duties and responsibilities reflect and fulfill this requirement.

Letters will be reviewed and at the sole consideration of the Certification Board.

HIGHER EDUCATION & MANAGEMENT EXPERIENCE (240 points maximum, 114 points minimum)

Higher Education (Points are received only for the highest degree earned)

Ph.D.	50 points
Master's Degree	40 points
Bachelor's Degree	30 points
Associate's or TAFE Degree	15 points
Undergraduate Study* *not culminating in terminal degree	2 point/each 3 semester hours
Graduate Study* *not culminating in terminal degree	1 point/each 3 semester hours

If an applicant has not attended college, four (4) additional years of management experience in the area of public assembly venue management beyond the required seven (7) years must be submitted (an equivalent of a college degree). If substituting work experience for the requirement of a four-year college degree, you must document additional work experience not in the top two levels of management. Please attach a separate sheet to this application form documenting that experience, including organization charts and job descriptions. All work experience is subject to approval by the Certification Board.

Management Experience

Venue Management Experience	1 point per month
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Venue management must be in the top two levels of a public assembly venue's management structure. Top two levels of organization structure include 1) Principal executive responsible for day-to-day operation of a venue, group of venues, or one venue within a complex; or 2) second-level management executives who directly report to the principal executive responsible for the day-to-day operation of a venue, group of venues, or one venue within a complex and who themselves are responsible for day-to-day operations. Evidence of work experience should include copies of job descriptions and organization charts. Public assembly venues are arenas, stadiums, auditoriums, exhibit halls, convention centers, performing arts theaters or amphitheaters/fairs.

STEP ONE: THE APPLICATION PROCESS

CERTIFICATION (30 points maximum, No minimum)

The Certification Board will consider allowing up to 30 points for certification from related professional groups, such as Certified Fairs Executive or Certified Public Accountant. Contact the Certification Program Administrator for more information.

CONTINUING EDUCATION (200 points maximum, 40 points minimum)

IAVM Sponsored Venue Mgmt. Seminars Or Conferences	5 points per program
<ul style="list-style-type: none"> • VenueConnect Annual Conference & Trade Show • Sector Conferences: AMC, ICCC, PAMC, etc. • GuestX Conference • Severe Weather Preparedness • Trained Crowd Manager • Region Meetings • VMA's Annual Congress 	
Non-IAVM Sponsored Venue Mgmt. Seminars Or Conferences	3 points per program
Management Seminars Or Conferences (Non-Venue Related)	2 points per program
Venue Management Webinar (Audio Conference)	2 points per program
Management Webinar (Audio Conference, Non-Venue Related)	1 point per program
IAVM Chapter Meetings Or VMA "After 5" Meetings	2 points per program
Venue Management Webinars (Audio Conference – Non-Venue Related)	1 point per program
Venue Intensive Education Programs*	20 points per program

The Certification Board will require proof of attendance to any non-IAVM sponsored program. Sponsors typically will provide a Certificate of Completion or other document showing CEU units earned. Education activities should cover subject matter that clearly contributes to the applicant's practice as a manager of a public assembly venue. In cases where the title of the program does not clearly reflect the relevancy, the applicant should submit a statement describing the content of the program and its application to the applicant's professional work activities.

*VENUE-INTENSIVE EDUCATION PROGRAM EXAMPLES:

- IAVM Venue Management School (VMS)
- IAVM Graduate Institute (GI)
- VMA Asia Pacific Venue Management School
- VMA Asia Pacific Graduate Institute
- IAVM Senior Executive Symposium (SES)
- IAVM Academy for Venue Safety & Security (AVSS)

TEACHING/PROGRAM PARTICIPATION (30 points maximum, No minimum)

Venue Management Seminars/Conferences	5 points per session
Management Seminars or Conferences (non-venue)	2 points per session
Industry Related College Courses	15 points per program
Venue Intensive Education Programs	15 points per program

Mentor Connector Program (must have completed the program for points to count)

Coach	2 points per relationship. Limit of 3 relationships per year (max 6 points per year)
Mentor	5 points per relationship. Maximum 1 relationship per year
Protégé	2 points per relationship. Maximum 1 relationship per year

PUBLICATION OF WRITTEN WORKS (50 points maximum, No minimum)

Venue Management Books	50 points per publication
Venue Management Published Articles	3 points per article

STEP ONE: THE APPLICATION PROCESS

PROFESSIONAL AND COMMUNITY ACTIVITIES *(40 points maximum, 20 points minimum)*

Professional Organizations

Service on Board	4 points per year
Service on Committee	3 points per year
Officer of Board (additional points)	2 points per year
Chair of Committee (additional points)	1 point per year

Local/Community Organizations

Service on Board	2 points per year
Service on Committee	2 points per year
Officer of Board (additional points)	1 points per year
Chapter Meetings/After 5 Events	1 point per year
Chair of Committee (additional points)	0.5 point per year

REFERENCES

Applicants for certification are required to provide a Letter of Confirmation from the executive(s) to whom they report, attesting to the applicant's position in the top two levels of the organizational structure as either, 1) Principal executive responsible for day-to-day operation of a venue, group of venues, or one venue within a complex; or 2) second-level management executives who directly report to the principal executive responsible for the day-to-day operation of a venue, group of venues, or one venue within a complex and who themselves are responsible for day-to-day operations. The letter should state the writer's role and position relative to that of the applicant. Please attach the Letter of Confirmation to the submitted application.

CODE OF ETHICS

Each applicant will be required to affirm acceptance of and commitment to the IAVM Code of Ethics by signature. The IAVM Code of Ethics is included in the application.

STEP TWO: THE WRITTEN ESSAY

THE WRITTEN ESSAY

As a venue management professional, you need to be an effective communicator. This includes verbal, non-verbal and written forms of communication. Your CVE Essay is an opportunity to demonstrate your written communication skills by clearly imparting your knowledge and experience as a venue manager.

Following acceptance of the application, applicants are required to submit written essays that demonstrate they possess and comprehend the body of knowledge, core competencies and best practices required for effective public assembly venue management. An applicant must receive a satisfactory score from the Certification Board on the written essay. The essay should not exceed ten pages, outlining the applicant's knowledge of management for areas that include the administration and management of public venues; personnel and labor relations; marketing; finance and event contracts; maintenance and security; event production; food, beverage and other ancillary services. Instructions for writing the essay are found below. The Certification Board will evaluate the essays on a pass or fail basis unless the essays are requested to be resubmitted. The Certification Board reserves the right to request an essay be resubmitted if deemed incomplete in any way. Once resubmitted, they will then be reviewed by the Certification Board and rated on a pass or fail basis.

INSTRUCTIONS

The primary purpose of the essay is to give applicants an opportunity to demonstrate that they possess the required core competencies to practice public assembly venue management by articulating their knowledge and guiding principles on a selection of topics as they relate to the variety of venues represented by IAVM. Please discuss each of the subjects listed below. Some subjects are intentionally open-ended and cover broad topics. Most require you to distill your thoughts into relatively brief statements covering the important operational competencies in each area, incorporating your fundamental beliefs, tenets or operating principles, where appropriate. The Certification Board is most interested in the applicant's knowledge and philosophy - not a restatement of a resume or current organization's operating plan - but does understand that specific examples and citations may be necessary to clarify an essential concept.

ESSAY STRUCTURE

- A. Introduction - Describe your basic philosophy of managing public assembly facilities
- B. Main Body and Subject Matter
 1. How do our venues contribute value to our communities?
 2. Discuss the key components in the management of 1) personnel and, 2) labor relations.
 3. What best practices are fundamental to effective 1) facility marketing and, 2) event marketing?
 4. Describe the basic ingredients and functions of 1) financial management and, 2) event contract management.
 5. What best practices are fundamental to effective facility maintenance and housekeeping?
 6. Why should you be concerned about 1) crowd management and, 2) security services? Describe what best practices to use in these areas to ensure quality as it relates to various venue operations?
 7. What are the key elements in management of event planning, staging and production?
 8. What best practices are fundamental to quality food and beverage service in various venue types?
 9. What should be the role of upper management in ensuring service excellence?
- C. Conclusion: summarize your basic philosophy and/or beliefs that support your main points.

TECHNICAL REQUIREMENTS & FORMATTING OF ESSAYS

- Essays must be submitted as a Word Document in Times New Roman, 12-point font with 1-inch margins and not exceed 10 pages (single-spaced).
- Essays should include: (1) an introduction, (2) main body - responses to all of the questions above in your own words and (3) conclusion. Each section should have a sub-heading. Re-state the questions in BOLD type as the sub-headings for each question.
- Pages should be numbered in flush right, top-of-page format beginning with the Introduction (the title page does not need to be numbered).

- Candidates should use correct spelling, punctuation, grammar and sentence structure. No bullet points or “operations manual” style essays will be accepted.
- Essays must be typed and submitted via email to certification@iavm.org on or before February 1st.

PREPARING TO WRITE YOUR CVE ESSAY

In considering your need for preparation, you should examine several factors:

- Have you had experience with managing or working in a variety of venue types (e.g., arenas, stadiums, amphitheaters, convention centers, performing arts venues)?
- Have you developed a working knowledge of various technical operations that take place in various venues (e.g., food & beverage, novelty sales, accounting, maintenance)?
- If not, you may want to review the textbook and study materials that cover those areas concerning which you have had limited contact or experience. A list of suggested study materials is included in this information package.

In preparing to write your essay consider the following strategies:

- **Outline key subject matter points prior to writing:** Organizing your thoughts on paper should facilitate a more effective writing process.
- **Make sure you understand each response question:** Review the subject matter prompts completely so that you can address each question thoroughly and with efficiency.
- **Consider writing your Introduction and Conclusion sections last:** Focusing on the response questions first may aid you in crafting other sections in a more compelling manner.
- **Proofread:** Devote time to reviewing your essay and ensuring that you have followed all instructions and requirements.

NOTE: ALL MATERIALS SUBMITTED WITH THE APPLICATION, INCLUDING THE WRITTEN ESSAY, BECOME THE PROPERTY OF IAVM, AND ARE NOT TO BE RETURNED TO THE APPLICANT.

STEP THREE: THE WRITTEN EXAM

ABOUT THE EXAM

Written exams will be proctored at each of IAVM's conferences (GuestX, AVSS, Region Meetings, VenueConnect). The fee for the exam is US\$450.

Special arrangements, on a case by case basis, can petition to arrange to take the written exam at a different testing center. To arrange for the test to be administered at another testing center, the candidate must identify a qualified testing official (proctor) and agree to pay any local administration fees. IAVM staff will qualify the testing site and finalize the arrangements with the testing center.

Candidates will receive written notice from the Certification Board regarding whether they will be allowed to sit for the oral interview within four weeks after the exam is received by IAVM.

PREPARING TO TAKE THE CVE WRITTEN EXAMINATION

The CVE written exam was designed to test your knowledge and competency in various areas the Certification Board has established to be important for public assembly venue managers. The exam was not written to test your ability to read and memorize written materials, and all exam item answers cannot be referenced to published materials.

In considering your need for preparation, you should consider several factors:

- Have you had experience with managing or working in a variety of venue types (e.g., arenas, stadiums, amphitheaters, convention centers, performing arts venues)?
- If you have not, you might want to study some of the basic terminology and practices of those venues in which you have not worked.
- Have you developed a working knowledge of various technical operations that take place in various venues (e.g., food & beverage, novelty sales, accounting, maintenance)?
- If not, you may want to review study materials that cover those areas concerning which you have had limited contact or experience.
- Do you have knowledge of specific government regulations that affect venues (e.g., ADA*, fire codes, personnel law, food sanitation)?

If not, you should review materials on these subjects included in the study materials. A list of Suggested Study Materials is included in this information package.

*Candidates working and/or living in the U.S. will receive exams with questions relating to U.S. law. Candidates from outside of the U.S. will not be expected to know U.S. law but may be tested on knowledge of comparable regulations from their regulatory authorities.

STEP THREE: THE WRITTEN EXAM

DESCRIPTION OF THE CVE WRITTEN EXAMINATION

The CVE written examination consists of approximately 250 multiple-choice questions that test your knowledge and competency in the area of public assembly venue management. You will be allowed up to three and one-half hours to complete the exam. Test questions will cover the following areas:

INTRODUCTION TO PUBLIC ASSEMBLY VENUES

- The Meetings & Expositions Industry (approx. 10 questions)
- The Sports and Entertainment Industries (approx. 10 questions)
- Arenas (approx. 5 questions)
- Stadiums (approx. 5 questions)
- Auditoriums and Performing Arts Venues (approx. 5 questions)
- Convention Centers/Exhibit Halls (approx. 5 questions)
- Amphitheaters (approx. 5 questions)
- Venue Design, Construction, and Renovation (approx. 8 questions)
- Role of the Manager (approx. 8 questions)

ADMINISTRATION OF THE PUBLIC ASSEMBLY VENUE

- Contract Services (approx. 10 questions)
- Booking & Scheduling (approx. 10 questions)
- Human Resources Management (approx. 10 questions)
- Policies & Operating Procedures (approx. 10 questions)
- Technology (approx. 10 questions)
- Risk Management & Insurance (approx. 10 questions)

FINANCIAL MANAGEMENT

- Effective Budgeting (approx. 8 questions)
- Audit Controls (approx. 7 questions)
- Cost Analysis (approx. 5 questions)
- Financial Reporting (approx. 7 questions)

MARKETING

- Marketing Planning (approx. 8 questions)
- Advertising (approx. 6 questions)
- Public Relations (approx. 6 questions)
- Customer/Patron Services (approx. 6 questions)

BUILDING OPERATIONS

- Housekeeping (approx. 7 questions)
- Maintenance (approx. 10 questions)
- Staging and Event Production (approx. 10 questions)
- Labor Relations (approx. 6 questions)

PATRON SERVICES

- Box Office (approx. 10 questions)
- Food & Beverage (approx. 10 questions)
- Security & Crowd Management (approx. 10 questions)
- Other Services (Parking, Novelties, Equipment Rental, etc.) (approx. 5 questions)
- Accessibility for the Physically Challenged (approx. 8 questions)

STEP THREE: THE WRITTEN EXAM

SUGGESTED STUDY MATERIALS

Candidates for the written exam can purchase the following study materials:

1. *Public Assembly Venue Management: Sports, Entertainment, Meeting, and Convention Venues*, 2020, by Kimberly Mahoney, PhD, Lee Eskilsen, CVE, Sporty Jeralds, CVE, Steve Camp, CVE. (Available from IAVM to IAVM members for US\$80)
2. *CVE Exam Study Manual*, including the IAVM Glossary of Terms & the following material (Available from IAVM for US\$50.00).
3. *Public Assembly Venue Management*, 2015, by Kimberly Mahoney, PhD, Lee Eskilsen, CVE, Sporty Jeralds, CVE, Steve Camp, CVE. (Available from IAVM to IAVM members for US\$25)

Contents of CVE Study Manual for Written Exam

Venue Services and Operations

Bigelow, Chris. "Foodservice Management." *VMS Monograph #210*. March 2019. Tampa, FL: IAVM, 2019.

Hunter, Robert. "Sustainability & Green Initiatives." *VMS Monograph #118*. March 2019. Tampa, FL: IAVM 2019.

Marion, Michael. "Box Office And Ticketing." *VMS Monograph #116*. March 2019. Tampa, FL: IAVM 2019.

Siehl, John. "Crowd Management." *VMS Monograph #112*. March 2019. Tampa, FL: IAVM, 2019.

Garcia, Mike. "Venue Operations," *VMS Monograph #114*. March 2019. Tampa, FL: IAVM 2019.

Turner, Paul. "Venue & Event Security." *VMS Monograph #106*. March 2019. Tampa, FL: IAVM, 2019.

Jordan, Phil. "Stage Operations." *VMS Monograph #110*. March 2019. Tampa, FL: IAVM, 2019.

Swanson, Cheryl. "Event Management." *VMS Monograph #102*. March 2019. Tampa, FL: IAVM 2019.

Administration and Fiscal Services

Erwin, Adina. "Accessibility." *VMS Monograph #117*. March 2019. Tampa, FL: IAVM, 2019.

Whitney, Chris. "Financial Management." *VMS Monograph #207*. March 2019. Tampa, FL: IAVM, 2019.

Cook, Adam. "Risk Management." *VMS Monograph #209*. March 2019. Tampa, FL: IAVM, 2019.

Andersen, Richard. "Effective Communication." *VMS Monograph #212*. March 2019. Tampa, FL: IAVM, 2019

Bedier, Kim "Managing Human Resources." *VMS Monograph #103*. March 2019. Tampa, FL: IAVM, 2019.

Chapter 13, "Existing Assembly Occupancies," from *Life Safety Code, NFPA 101*, 2012. Quincy MA: National Fire Protection Association, 2012.

Hart, Eric. "In House vs. Contract Services." *VMS Monograph #105*. March 2019. Tampa, FL: IAVM, 2019.

International Association of Assembly Managers Safety and Security Task Force. "Best Practices Planning Guide: Arenas, Stadiums, Amphitheaters." Coppell TX:IAVM, 2002.

International Association of Assembly Managers Safety and Security Task Force. "Best Practices Planning Guide: Emergency Preparedness." Coppell TX:IAVM, 2002.

International Association of Assembly Managers Safety and Security Task Force. "Best Practices Planning Guide: Convention Centers, Exhibit Halls." Coppell TX:IAVM, 2000.

Painter, Kerry. "Employee Training Programs." *VMS Monograph #213*. March 2019. Tampa, FL: IAVM, 2019.

Selected pages from *ADA Compliance Handbook*. Irving TX: IAVM, 1992 and 2010.

Bonavita, Antony. "Labor Relations." *VMS Monograph #101*. March 2019. Tampa, FL: IAVM, 2019.

Koolbeck, Tammy. "Enhancing the Experience." *VMS Monograph #219*. March 2019. Tampa, FL: IAVM 2019.

Bedier, Kim. "Diversity & Inclusion." *VMS Monograph #203*. March 2019. Tampa, FL: IAVM, 2019.

Swanson, Cheryl. "Revenue Sources." *VMS Monograph #205*. March 2019. Tampa, FL: IAVM, 2019.

Sales and Marketing

Mackenzie, Steve. "Marketing, Advertising & Public Relations." *VMS Monograph #109*. March 2019. Tampa, FL: IAVM, 2019.

Marion, Michael. "Making and Delivering the Deal." *VMS Monograph #204*. March 2019. Tampa, FL: IAVM, 2019.

Turner, Paul. "Planning Life Safety." *VMS Monograph #206*. March 2019. Tampa, FL: IAVM, 2019.

Bigelow, Chris. "Tenant-Management Relations." *VMS Monograph #108*. March 2019. Tampa, FL: IAVM, 2019.

Koolbeck, Tammy. "Media Relations." *VMS Monograph #115*. March 2019. Tampa, FL: IAVM, 2019.

Leadership and Management

Cook, Adam. "Customer Service." *VMS Monograph #119*. March 2019. Tampa, FL: IAVM, 2019.

Marion, Michael. "Making and Delivering the Deal." *VMS Monograph #204*. March 2019. Tampa, FL: IAVM, 2019.

Painter, Kerry. "Developing Employee Potential." *VMS Monograph #113*. March 2019. Tampa, FL: IAVM, 2019.

Siehl, John. "Winning Politics: Working With Boards, Commissions, and Elected Officials." *VMS Monograph #202*. March 2019. Tampa, FL: IAVM, 2019.

Andersen, Richard. "Team Building." *VMS Monograph #111*. March 2019. Tampa, FL: IAVM, 2019.

STEP FOUR: THE ORAL INTERVIEW

An Interview Panel, consisting of a minimum of three Certification Board members will evaluate the candidate's knowledge of and experience with a series of industry topics that demonstrate professional experience, management philosophy and professional contribution and overall management of public assembly venues, including arenas, stadiums, convention centers and performing arts venues. The oral interview panel will also evaluate the candidate's ability to articulate those points. The Certification Board considers the oral review to be an important final step in the CVE evaluation process. The topics will be provided to candidates during the interview.

At the oral interview, the interview panel will ask you to discuss a series of industry topics that address the broad areas of professional core competencies that are essential to success in dealing with venue management and related demands. The nature of the discussions that are sought from you will reflect your capacity to address a range of management challenges.

Here are some scenarios that represent the types of feedback the Board is seeking:

- Selecting, training and managing staff
- Dealing with "the unexpected"
- Knowledge of, and attention to, essential functions (accounting etc.)
- Impromptu troubleshooting and action options

The panel will consider the criteria outlined in the paragraph titled STEP FOUR: THE ORAL INTERVIEW to determine whether the candidate passes the oral interview.

Interview schedules and locations will be provided to candidates preceding the interview. It is suggested that candidates dress in business attire.

CVE IAVM VOLUNTARY CERTIFICATION PROGRAM

Policies and Procedures

1. Purpose

The basic purpose of the voluntary certification program is to provide additional incentive for professional improvement in public assembly venue management, to assure recognition for those who attain certain specific standards, and to lead toward development of a full professional status in the field of public assembly venue management.

The primary purpose is to encourage professional development and to recognize achievement. It is not the purpose of the certification program to determine who shall or shall not engage in the management of public assembly venues. It is recognized that there are many who are successfully engaged in public assembly venue management who are not interested in applying for certification.

2. Qualifications and Requirements

To qualify as a candidate for certification, a venue executive must have seven years of experience in a management position at a public assembly venue and be a graduate of a four-year college or university or able to provide documentation for college completed. Additional public assembly venue experience may be substituted year-for-year for the educational requirement. Work experience will be evaluated as to its quality and scope.

In addition, candidates for the CVE designation must meet the following requirements:

- A. A candidate must accumulate 300 points from the following categories.
 - Higher Education
 - Work Experience
 - Continuing Education
 - Teaching/Program Participation
 - Publications
 - Professional/Community Activities
- B. Each candidate for certification will be required to affirm acceptance and commitment to the IAVM Code of Ethics.
- C. Applicants for certification are required to provide a Letter of Confirmation from the executive(s) to whom they report, attesting to the applicant's position in the top two levels of the organizational structure as either, 1) Principal executive responsible for the day-to-day operation of a venue, group of venues, or one venue within a complex; or 2) second-level management executives who directly report to the principal executive responsible for the day-to-day operation of venue, group of venues, or one venue within a complex and who themselves are responsible for day-to-day operations. The letter should state the writer's role and position relative to that of the applicant. Please attach the Letter of Confirmation to the submitted application.
- D. Each applicant must pass the written essay, not more than 10 pages, providing the applicant's knowledge of management of public assembly venues.
- E. Candidates must attain a satisfactory score on a written examination. The examination covers basic knowledge regarding the operation of public assembly venues, including arenas, stadiums, convention centers and performing arts venues. Candidates approved to sit for the exam will receive a list of suggested study materials. The exam consists entirely of multiple-choice questions.
- F. Candidates must pass the oral interview. The oral interview panel will evaluate the candidate's knowledge of a series of industry topics that probe professional experience, management philosophy, professional contributions, and overall management of public assembly venues, including arenas, stadiums, convention centers and performing arts venues. The oral interview panel will also evaluate the candidate's ability to articulate those points. The panel will consider the above criteria to determine whether the candidate passes the oral interview.

Additional information on procedures and the timetable for the current year's program can be found in the attachment Information for Prospective Candidates to the CVE Program.

CVE IAVM VOLUNTARY CERTIFICATION PROGRAM

3. Administration of the Certification Program

The Certification Board is an independent body formed for the purpose of evaluating those individuals who wish to obtain the Certified Venue Executive designation. The Certification Board is an administratively independent entity; all policy decisions relating to certification matters are at the sole discretion of the Certification Board and are not subject to approval by any other body.

The Certification Board consists of fifteen members who have attained CVE status including a Vice-Chair, Chair and Past-Chair.

4. Membership in IAVM Not Required

Membership in IAVM is not a prerequisite for application to the CVE Program. Membership in IAVM shall not provide an applicant with any preference or advantage over other applicants. However, attendance at certain IAVM educational activities can be used for accumulation of points required for candidacy.

5. Certification Not Required for Membership in IAVM

Certification shall not be a prerequisite for membership in IAVM. The program will have no affect whatsoever on the membership of anyone in IAVM nor will it alter the requirements for prospective new members.

6. Applications Voluntary

Certification is strictly a voluntary program. It remains for each IAVM member to make a determination whether or not to apply for certification.

7. Certification Application

Applicants may contact IAVM headquarters for the necessary forms and instructions. After the applicant is satisfied he/she can meet the minimum requirements, the applicant shall then return the application with required attachments to the IAVM office with a check for US\$150 (\$200 non-members). Once the application is returned to IAVM, it becomes the property of the Association and will not be returned to the applicant. Any material misrepresented with the application will void same.

8. Reapplication for Certification

Applicants who fail to meet the requirements of a step must wait the required time as outlined in previous segments of this document to re-attempt accomplishment of a step, following deadlines and schedules for that year's program.

9. Right to Notification

The Certification Board shall notify in writing all applicants regarding their status. Individuals who fail to satisfactorily complete a step in the CVE Program shall receive an explanation of their areas of deficiency or need for improvement.

10. Right of Appeal

Within ten business days after the announcement of the results of each CVE examination step, unsuccessful candidates may file a written appeal of their result with the Certification Board through IAVM's Director of Governance/Operations on the basis of alleged inappropriate exam administration procedures, testing conditions severe enough to cause a major disruption of the examination process, the content of the exam, and/or the Certification Board's interpretation of CVE program standards. No one other than the candidate may make the appeal. The Certification Board Executive Committee shall respond to the candidate within 30 days of filing an appeal.

11. Confidential Information

All information and transmissions submitted with the application forms and all communications are kept strictly confidential. The candidate will not be known to anyone outside of the Certification Board or the IAVM Staff who are associated with the CVE process. Only the fact of approval for certification is publicly announced.

IAVM headquarters and the Certification Board shall exercise due care with all applicants, in connection with their efforts to become certified.

CVE IAVM VOLUNTARY CERTIFICATION PROGRAM

12. Certification Continuation

Once an applicant has been certified, the designation of Certified Venue Executive shall remain in effect as long as he/she abides by the professional standards and procedures of the program and complies with the CVE Program for Renewal.

CVEs must renew at three-year intervals. The Application for renewal is due January 1 three years following the date of issuance of the CVE. On the application, CVEs must show evidence of continuing education, teaching, publishing and/or other professional activities.

A CVE upon official retirement is certified for life and is recognized as CVE Retired. No further reporting is necessary except to notify the certification administrator in writing of meeting the retirement status.

13. Withdrawal of Certification

Any individual certified in the CVE Program found to be not in compliance with the Program's professional standards or procedures is subject to removal of certification. Following a CVE's receipt of notice of noncompliance, the CVE enjoys a 30-day grace period in which corrective action to the satisfaction of the Certification Board may be taken. If satisfactory corrective action is not accomplished by the end of the 30-day period, the individual is no longer entitled to claim he or she is certified under the CVE Program.

14. Reinstatement

Anyone who has had the CVE designation revoked for less than five (5) years may apply for reinstatement upon written request to IAVM office stating a) circumstances that now make the person eligible for CVE certification b) submitting \$50 fee for each non-certified year (to a maximum of \$350) c) successfully passing the current written exam and d) sit for the oral interview at the next available time. Successfully passing the written exam and the oral interview would allow the member's active CVE designation to be reinstated. The CVE would be included in the recertification process from that point forward.

15. Application Procedure

Application forms and instructions are available to members by contacting the IAVM headquarters. Applications can be submitted at any time, but must meet the deadlines noted to be considered in that particular year. Additional information on procedures and the timetable for the current year's program can be found in the attachment Information for Prospective Candidates for the CVE Program.

16. Nondiscrimination

The Certification Board shall not discriminate among applicants as to age, sex, race, religion, national origin, disability or marital status. Upon request, special arrangements will be made available to individuals with disabilities to make the program and its examinations accessible.