



CERTIFIED VENUE EXECUTIVE

INFORMATION PACKET

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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 in understanding the diversity and depth of information that leads to the creation of our profession.
- Certification helps the individual who 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 in 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.

The CVE designation signals that an individual has reached the highest standard of leadership, strategic insight, and operational excellence in the management of venues. CVEs are not only masters of complex venue environments, they are also industry stewards, committed to innovation, ethical leadership, and lifelong learning.

The CVE designation says three important things about a venue executive: they are a skilled manager, are committed to the industry, and are 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.

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.

FOUR STEPS TO CERTIFICATION

STEP ONE: The Application

Prerequisite for applying: The applicant must have a minimum of five (5) years' experience in the top two levels of management at a public assembly venue. Public assembly venues are arenas, stadiums, auditoriums, exhibit halls, convention centers, performing arts theaters, or amphitheaters/fairs.

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 whom the candidate reports.
 - c. Signed commitment to the IAVM Code of Ethics
2. Application fee is US\$200 (\$275 non-member of IAVM). A credit card payment or check, made payable to the International Association of Venue Managers, must accompany the application. The application fee includes a nonrefundable US\$25 application processing fee.

Before submitting your application, verify that you have met all requirements.

The application is reviewed by IAVM.

STEP TWO: The Multiple-Choice Exam

Candidates are invited to sit for the multiple-choice examination once requirements are successfully met and the application is approved.

1. Examination fee of US\$450 (\$600 for non-members) is due once the examination date has been confirmed. Note: Exam fees must be paid in full at least 14 days prior to the exam.
2. Examinations may be proctored by the candidate's venue's HR department, by any current CVE, by a testing facility, or at VenueConnect (subject to IAVM staff availability).
3. Once examinations have been administered, the candidate will be notified by IAVM of the final score within two (2) weeks.
4. Candidates who fail the examination are eligible to retake the exam no sooner than 60 days after the failed examination. A written request must be submitted to the IAVM Certification Manager at least thirty (30) days prior to the desired exam date. Candidates must pay an examination retake fee of US\$25 at least 14 days before the exam date. Candidates who fail the examination three (3) times will be required to submit a new application, 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 multiple-choice exam.

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 Multiple-Choice Examination is included in this document.

STEP THREE: The Written Exam

A written essay exam must be completed outlining the candidate's knowledge of venue management. Detailed instructions concerning the exam structure and content are provided to candidates who pass the multiple-choice exam.

Written exams may be submitted for grading year-round; however, those wishing to earn their CVE before the annual VenueConnect conference must submit the written exam by March 1st of that calendar year.

STEP FOUR: The Oral Exam

Individuals who pass the written examination must sit for an oral exam. The oral exam panel will evaluate the candidate's knowledge on a series of industry topics that probe professional experience, professional contributions, and overall management of public assembly venues, including arenas, amphitheaters/fairs, stadiums, convention centers and performing arts venues. The oral exam panel will also evaluate the candidate's ability to communicate their knowledge. The panel will consider the above criteria to determine whether the candidate passes the oral exam.

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 they have amassed the necessary point totals, they should submit the completed application along with the letter of confirmation and the required fee of US\$200 (\$275 non-members of IAVM).

- Applications are accepted year-round. Once the application is approved, the candidate will receive notice from IAVM that step one is complete.
- Arrangements can be made for the multiple-choice examination to be administered at VenueConnect (subject to staff availability), or proctored by a testing center, current CVE or an HR professional within your organization. The fee for the exam is US\$450 (\$600 for non-members).
- Written exams are accepted year-round. Candidates who wish to complete their CVE by VenueConnect must submit their written exam by March 1st of that calendar year. Exams will be rated on a pass or fail basis unless the exam is requested to be resubmitted.
- Oral exams are conducted virtually and in person at the VenueConnect Annual Conference & Trade Show.
- Following the oral exam, candidates will be informed of the decision of the Certification Commission regarding their certification, usually within two to three business days.
- Candidates who fail the multiple-choice examination are eligible to retake the exam no sooner than 60 days after the failed examination. A written request must be submitted to the IAVM Certification Manager at least thirty (30) days prior to the desired exam date. Candidates must pay an examination retake fee of US\$25 at least 14 days before the exam date. Candidates who fail the multiple-choice 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 multiple-choice exam.
- Candidates who fail the oral exam will be allowed to reattempt this step the next time oral exams are conducted. Candidates who fail the oral exam 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 exam 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 exam 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 an accumulation of 275 points, achievable as outlined below:

- Higher Education and Public Venue Management Experience
- Industry-Related 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 five years of experience in the top two levels of management at a public assembly venue.

EXCEPTION:

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

1. Request the principal officer of the venue write a letter to the Certification Commission on venue letterhead, explaining the applicant's functions and responsibilities as they relate to the CVE application requirements; or
2. The applicant may write a letter to the Certification Manager on venue letterhead, explaining why they believe their present duties and responsibilities reflect and fulfill this requirement.

HIGHER EDUCATION & MANAGEMENT EXPERIENCE (216 points maximum, 90 points minimum)

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

Doctoral	50 points
Master's Degree	40 points
Bachelor's Degree	30 points
2 Year/Associate's or TAFE Diploma program	20 points

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 five (5) 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 Commission.

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 Commission will consider allowing up to 30 points for certification from related professional groups, such as Certified Venue Professional, Certified Fairs Executive, or Certified Public Accountant. Contact the Certification Manager for more information.

CONTINUING EDUCATION (200 points maximum, 40 points minimum)

IAVM Sponsored Venue Mgmt. Seminars Or Conferences	5 points per program
- Sector Conferences: AMC, ICCA, PAMC, etc. - GuestX Conference - Trained Crowd Manager - Region Conferences - VMA's Annual Congress	
IAVM's VenueConnect Annual Conference & Trade Show	10 points per program
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
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 Commission 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 Leadership Institute (LI)
 VMA Asia Pacific Venue Management School (VMS)
 VMA Asia Pacific Leadership Institute (LI)
 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 – Professor of Record	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
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

PROFESSIONAL LETTER OF CONFIRMATION

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 MULTIPLE-CHOICE EXAM

ABOUT THE EXAM

Multiple-choice exams may be proctored by a testing center, current CVE, an HR professional at the candidate's venue, and may be offered at VenueConnect (subject to staff availability). The fee for the exam is US\$450.

To arrange for the test to be administered at a 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.

PREPARING TO TAKE THE CVE MULTIPLE-CHOICE EXAMINATION

The CVE written exam was designed to test your knowledge and competency in various areas the Certification Commission 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.

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 TWO: THE MULTIPLE-CHOICE EXAM

DESCRIPTION OF THE CVE MULTIPLE-CHOICE 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:

Core Competencies	Approximate % of Exam Questions
Conduct Marketing and Promotional Activities	6%
Demonstrate Leadership Skills	14%
Demonstrate Management Skills	10%
Manage Ancillary Services and Revenue Sources	8%
Manage Food and Beverage Operations	5%
Manage Operations	10%
Manage People	10%
Manage Resources	6%
Manage Risk	7%
Provide Quality Experiences	7%
Stakeholders Engagement and Management	7%
Strategic Planning and Action	10%

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*, 2025, 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 Materials file*, including the IAVM Glossary of Terms, sample test questions, & the following material (Available from IAVM for US \$100.00).

2019 IAVM VENUE MANAGEMENT SCHOOL MONOGRAPHS: Monographs are from the IAVM Venue Management Year 1 (100 level) and Year 2 (200 level) course presentations from the 2019 School at Saddlebrook Resort, Tampa, Florida

2020/21 IAVM VENUE MANAGEMENT SCHOOL MONOGRAPHS: Monographs are from the IAVM Venue Management Year 1 (100 level) and Year 2 (200 level) course presentations from the 2021/22 School at Saddlebrook Resort, Tampa, Florida

IAVM 2019 SUSTAINABILITY SURVEY: 2019 Sustainability Survey was published by International Association of Venue Managers, 5601 Executive Drive, Suite 450, Irving, Texas 75038; [2019_sustainability_report-final.pdf \(iavm.org\)](#)

IAVM VENUE EXECUTIVE COMPETENCY STANDARDS: Published by International Association of Venue Managers, 5601 Executive Drive, Suite 450, Irving, Texas 75038; Venue Professional Competency Standards (2022) V. 1; [iavm_venue_executive_competency_standard.pdf](#)

MEGA-SHELTER BEST PRACTICES PLANNING GUIDE: *Mega-Shelter Best Practices for Planning-Activation-Operations (2010)*. A product of the IAAM Life Safety Council and published by International Association of Venue Managers, 5601 Executive Drive, Suite 450, Irving, Texas 75038: [Mega_Shelter_PlanGuide_v2email.pdf \(iavm.org\)](#)

PUBLIC ASSEMBLY FACILITIES RECOVERY GUIDE: Public Assembly Facilities Recovery Guide, 2nd Edition, October 2020; developed by the IAVM Reopen and Recovery Task Force comprised of industry leaders from venues and allied organizations; published by International Association of Venue Managers, 5601 Executive Drive, Suite 450, Irving, Texas 75038; [rr-guide.pdf \(iavm.org\)](#)

IAVM COVID-19 OUTBREAK RESOURCES: International Association of Venue Managers compilation of COVID-19 resources to include Webinars, GBAC STAR Accreditation Program, On-line learning sessions, Town Hall meetings, which can be found on the IAVM website under the Resources tab, Safety and Security sub-tab and then COVID-19 Resources: International Association of Venue Managers, 5601 Executive Drive, Suite 450, Irving, Texas 75038; [Learning Library – International Association of Venue Managers \(iavm.org\)](#)

BUSINESS AND CONTINUITY RESILIENCE ZOOMCAST: Peter Ashwin, AVSS faculty member and Wayne Middleton, Chairman of Australia's Venue Mgmt. School Committee produced four podcasts for IAVM related to business continuity in the covid era. Zoom cast is available in the On-line learning section of the compilation of COVID-19 resources; - <https://iavm.org/iavm-covid-19-outbreak-resources-business-continuity-and-resilience-risk-management-disruption-risk/> ; <https://iavm.org/iavm-covid-19-outbreak-resources-business-continuity-and-resilience-business-impact-analysis/>

GBAC STAR ACCREDITATION PROGRAM: available in the GBAC STAR Accreditation Program section of the compilation of COVID-19 resources; [GBAC-STAR-Accreditation-Handbook-2020-1-1-2.pdf \(issa.com\)](#)

IAVM MENTOR CONNECTOR-MENTOR/MENTEE HANDBOOK; Revised December 2019, International Association of Venue Managers, 5601 Executive Drive, Suite 450, Irving, Texas 75038; [Microsoft Word - Mentor Handbook 12-19 V 3.docx \(iavm.org\)](#)

IAVM Website: Venue Management industry's association website contains information on programs/resources/events/education available for members: International Association of Venue Managers, 5601 Executive Drive, Suite 450, Irving, Texas 75038; [International Association of Venue Managers \(iavm.org\)](#) ; [Membership – International Association of Venue Managers \(iavm.org\)](#) ; [Career + Learning – International Association of Venue Managers \(iavm.org\)](#) ; [Learning Library – International Association of Venue Managers \(iavm.org\)](#) ; [Mentor Program – International Association of Venue Managers \(iavm.org\)](#)

STEP THREE: THE WRITTEN EXAM

THE WRITTEN ESSAY EXAM

INSTRUCTIONS

The primary purpose of the written exam is to give candidates an opportunity to demonstrate that they possess and comprehend the body of knowledge, core competencies, and best practices required for effective public assembly venue management. The Certification Commission is most interested in the candidate'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.

This is not a comprehensive, single essay, but rather short answer responses to each of the twelve questions asked. Responses should be written in complete sentences with proper grammar. Bullets and lists will not be accepted. There is no minimum or maximum length to each response. You should aim for clear and concise responses that answer the question and demonstrate an understanding of the subject matter across various venue types. Typical responses are one to two pages for each question, with an average final submission of approximately fifteen pages. However, these are not required lengths, as each individual candidate has a unique writing style and may be more or less concise in their manner of communication.

The candidate must receive a satisfactory score from the Certification Commission on the Written Exam to pass. When evaluating the Written Exam, the Certification Commission focuses on content and comprehension. Consideration will be given to the level of detail offered, demonstration of a definite understanding of the subject matter, and how well-written, clear, and concise the responses are. If the Certification Commission deems your Written Exam to be incomplete in any way, you will be given the chance to rewrite and resubmit your exam. To help you with your rewrite, the Certification Commission will provide you with feedback to help you strengthen your responses. Once resubmitted, it will then be reviewed by the Certification Commission and rated on a pass/fail basis.

PREPARING TO WRITE YOUR CVE ESSAY

As you prepare to write your Written Exam response, consider asking yourself the following questions:

- Do I have experience with managing or working in a variety of venue types (e.g., arenas, stadiums, amphitheaters, convention centers, performing arts venues)?
- Have I developed a working knowledge of various technical operations and ancillary sources of revenue that take place in various venues (e.g., ticketing, food & beverage, novelty sales, finance, social media, marketing, maintenance)?
- Have I reviewed the best practices for each of the core competencies as outlined in the study materials?

If you answered "no" to any of these three questions, or if you just need a refresher, the Certification Commission highly recommends you review the textbook and study materials that cover areas with which you have had limited contact or direct experience.

As you write your Written Exam response, consider the following strategies:

- Outline key subject matter points prior to writing: Organizing your thoughts on paper should facilitate a more effective writing process. The most common mistake made by CVE candidates is to rely solely on their working knowledge and experience when preparing their responses. As good as anyone of us might be on the job, it is easy to overlook the details that are integral to most topics. It cannot be stressed enough to review the available study materials to help you prepare and organize your thoughts.
- Consider the broader venue industry and other venue types in your responses. Your responses should demonstrate your understanding of the core competencies as they relate across our industry. If possible, use specific examples that demonstrate how these competencies apply to different venue types and settings.
- Make sure you understand each question: Review the subject matter completely so that you can address each question thoroughly and with efficiency.

STEP THREE: THE WRITTEN EXAM

- Proofread: Devote time to reviewing your responses and ensuring that you have followed all instructions and requirements. Consider asking a colleague to proofread your work for details and a definite demonstration of understanding and the responses are written in clear, concise terms.

NOTE: ALL MATERIALS SUBMITTED WITH THE APPLICATION, INCLUDING THE WRITTEN EXAM, BECOME THE PROPERTY OF IAVM, AND WILL NOT BE RETURNED TO YOU

STEP FOUR: THE ORAL EXAM

Contents of CVE Study Materials for Written Exam

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

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

Here are some scenarios that represent the types of feedback the Commission 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 five 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 275 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. Candidates must attain a satisfactory score on a multiple-choice examination. The examination covers basic knowledge regarding the operation of public assembly venues, including arenas, stadiums, convention centers and performing arts venues.
- E. Each applicant must pass the written essay exam, providing the applicant's knowledge of management of public assembly venues.
- 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.

CVE IAVM VOLUNTARY CERTIFICATION PROGRAM

3. Administration of the Certification Program

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

The Certification Commission consists of approximately 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 effect 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\$200 (\$275 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 Commission 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 Commission through IAVM's Certification Manager 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 Commission's interpretation of CVE program standards. No one other than the candidate may make the appeal. The Certification Commission 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 Commission 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 Commission 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 manager 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 Commission 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 Commission 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.