

Contact: Diana Gonzalez

**BACHELOR OF SCIENCE PROGRAM IN EVENT MANAGEMENT**  
**NEW PROGRAM REVIEW REPORT**

**Action Requested:** Consider receiving the new program review report for the Bachelor of Science Program in Event Management at Iowa State University in the College of Human Sciences.

**Executive Summary:** In 2010, a new program was approved to meet the academic needs of students interested in event management. The purpose of this new program review is to present evidence that the program is addressing the goals, objectives, projected student data, and resources identified in the 2010 program proposal. This program review addresses the Board of Regents Strategic Plan priorities to “provide educational excellence and impact as well as economic development and vitality” and Goal #8 – “Iowa’s public universities and special schools shall be increasingly efficient and productive.”

**Background:**

- ◇ Description of program. The program prepares students for careers in leading event management businesses. Students are prepared to plan, budget, and implement conferences, meetings, and other special events in the private or public sectors. Coursework focuses on meeting and event planning; special event management; budgets and finance; site selection; contracts, vendors, and negotiations; marketing and promotions; food and beverage management; meeting technology; and hospitality law.
- ◇ Need identified for program. The program proposal indicated that, according to the U.S. Department of Labor, Bureau of Labor Statistics, “demand for event managers is expected to grow by 20% during the 2006-2016 decade, which is faster than the average for all occupations.”
- ◇ Department review. A department review was conducted in 2015 by external evaluators. There were seven members of the Apparel, Events, and Hospitality Management (AESHM) Program Review team.<sup>1</sup> The department administers undergraduate programs in Apparel, Merchandising, and Design; Events Management; and Hospitality Management, as well as graduate programs at both the master’s and doctoral levels in Apparel, Merchandising, and Design; and Hospitality Management. One member of the review team was from an Event Management Program at the University of Central Florida.
- ◇ Changes in goals and objectives from program proposal. None.
- ◇ Projected and actual headcount enrollment for past five years.

| Fall 2011 |     | Fall 2012 |     | Fall 2013 |     | Fall 2014 |     | Fall 2015 |     |
|-----------|-----|-----------|-----|-----------|-----|-----------|-----|-----------|-----|
| P         | A   | P         | A   | P         | A   | P         | A   | P         | A   |
| 25        | 130 | 50        | 227 | 75        | 315 | 100       | 344 | 100       | 360 |

<sup>1</sup> The Team Report is included in Attachment A.

This program has grown more rapidly than planned. The projected enrollment in the program proposal was 100 majors and 27 non-majors by the end of Year Five. While the enrollment has moderated, the number of students enrolling in courses and declaring the program as a major or minor has continued to increase. There were 45 minors declared in 2013; 25 in 2014; and 18 in 2015 for a total of 88. The addition of second majors has led to an enrollment of more than 400 students.

◆ Total number of credit hours delivered during the past five years.

| Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 |
|-----------|-----------|-----------|-----------|-----------|
| 0         | 735       | 953       | 1,046     | 1,150     |

◆ Number of graduates during the past five years.

| Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 |
|-----------|-----------|-----------|-----------|-----------|
| 0         | 0         | 9         | 34        | 69        |

The program was approved in December 2010; the first students were admitted in January 2011. No official program courses occurred until 2012 because they had to be approved by the Faculty Senate. Initially, courses carried the Apparel, Events, and Hospitality Management (AESHM) designation. The first graduates completed their degree requirements in late 2012. Each year, the number of graduates will increase because the number of students enrolled in the program continues to increase.

◆ Number of graduates employed in field.

| AY 2011 | AY 2012 | AY 2013 | AY 2014 | AY 2015 |
|---------|---------|---------|---------|---------|
| 100%    | 97%*    | 89%**   | NA      | NA      |

\*3% pursued graduate study.

\*\*3% pursued graduate study and 8% obtained other employment.

◆ Program strengths.

- ⇒ The program has a supportive and welcoming environment.
- ⇒ There is a culture of teamwork, respect and excellence.
- ⇒ There is synergy with other units on campus.
- ⇒ The student and career advising as well as experiential learning availability are strengths of the program.

◆ Program concerns. The Program Review indicated that space “impedes growth.” Other concerns included class sizes, and room availability. The Program Review indicated that “growth in student enrollment has outstripped resources.”

◆ Recommendations. The review team recommended that collaborations should continue and be increased. The team also suggested that an additional faculty member was needed and that the program needs its own space.

- ◇ Conclusions. The program “is successful but is severely under-resourced in terms of staffing and space.”
- ◇ Program improvements.
  - ⇒ In 2014, a concurrent Bachelor of Science/Master of Science in Hospitality Management was created based on student demand.
  - ⇒ In 2013, the lead advisor earned certification in wedding planning. The new elective course in wedding planning has been successful but limited in size and location because it is taught only by the advisor.
  - ⇒ A new course in Entertainment Venue Management, taught by a part-time instructor, leads to certification in Trained Crowd Control.
  - ⇒ The program is one of only four academic programs invited to a major industry conference in Las Vegas in 2013, 2014, and 2015. Each year, the department sends four students and a faculty member.
  - ⇒ The Event Management Club, started in 2012, is very active. The club has been linked with a major industry association and has further enhanced student opportunities.
  - ⇒ In August 2015, a second tenure-track faculty member was added. The department is currently in the process of a search for a full-time lecturer for the program.
- ◇ Program cost. The program proposal indicated that the program would not incur new costs in Year 1-3. The total cost for the program in Year 4 was expected to be \$85,000 for a new faculty line, increasing to \$98,400 by Year 7. The sources of funds were expected to be department and college reallocations. *It is difficult to accurately separate revenue and costs among the programs offered by the department. The department offers undergraduate programs in Apparel, Merchandising, and Design 9(Fall 2015 enrollment of 484 majors); Event Management (Fall 2015 enrollment of 360 majors); and Hospitality Management (Fall 2015 enrollment of 150 majors). It also offers graduate programs that enroll a total of 99 students. These multiple majors share faculty and other department resources as well as revenue streams. In addition, there are students from outside the majors who take courses from the department and/or who have formal minors in the programs of the department.*
- ◇ Major changes planned for the next 2-3 years. The student enrollment is expected to grow; it is likely that the concurrent degree will attract more students. The department anticipates starting a graduate program in event management. Funding for additional faculty/staff searches would benefit the program.
- ◇ Program accreditation. None.
- ◇ Program revenue (tuition). The tuition amount for the last year of enrollment data was \$1,163,964.

- ◇ Assigned program faculty. Two FTE were allocated to the program during the last year of enrollment data.
  
- ◇ Additional information. Event Management is a new academic field. Originating in hospitality management programs in the early 1990s, the first programs were found in major urban locations known for attracting large meetings (Las Vegas – UNLV; Orlando – University of Central Florida). Today, there are approximately 20 bachelor's degree programs across the country, with more starting each year (Kansas State is starting a program in 2016). A common situation is to see event management partnered with sport management. It is true that event management is relevant to sport management programs. However, that is a limited application of what event management actually covers. In addition, we now see two-year institutions starting event management programs, including several in Iowa. A course in event management is now taught in nearly all U.S. hospitality four-year degree programs (~ 180 institutions).

## **APPAREL, EVENTS, AND HOSPITALITY MANAGEMENT (AESHM) PROGRAM REVIEW**

Conducted: March 1-4, 2015

Over the course of our visit, we interacted with administration, faculty, and students. Overall, our observation was that this is a supportive and welcoming environment for teaching, conducting research and supporting the land grant mission. There is a culture of teamwork, respect, and excellence. The synergies between each of the three programs are a unique strength of the department. It was a pleasure to conduct this review, and we hope that our suggestions move the department to an even high level of excellence.

### **1. How might the quality and effectiveness of teaching, research and Extension/outreach be improved?**

The quality of teaching is in part a function of class size. As the size of a course increases there is a risk of losing critical relationships with students. At Iowa State, faculty adapt the type of assignments and evaluations to manage large class sizes but this may compromise academic quality and rigor. We recommend a critical review of online and hybrid courses to insure that the quality of the learning experience is not compromised.

Extension/outreach faculty are fully engaged with the community and the campus. The partnerships and programing address critical, current needs across the state. Iowa is fortunate to have an Extension educator and liaisons across the state. We recommend a succession plan so that this work can continue into the future.

### **2. What suggestions can you offer to enhance our scholarship? How can we increase external funding?**

The faculty have an excellent record of scholarship as evidenced in the quality (ranked journals, venues, and awards) and quantity of works. The collaborative and interdisciplinary nature of much of the scholarship is valued and impacts multiple disciplines. We commend the outstanding contributions to the scholarship of teaching across the department.

Faculty are to be commended for their strong and consistent grant writing efforts. The collaborative, interdisciplinary efforts made by the faculty have the most potential for success. The success rate is realistic given the competitive climate for grant funding. It may be helpful to add grant support staff at the college level. The current grants coordinator received exemplary reviews from faculty, however, they indicated that there was just too much for one individual to adequately support the level of faculty efforts.

### **3. Evaluate the adequacy of resources for the department as a whole, and for the overarching academic program areas.**

Resources for the overarching academic program areas are generally adequate considering personnel for teaching and advising. AESHM has, however, reached the point that lack of available space is impeding future growth. In touring the buildings, labs and classrooms our team readily saw the crowded spaces. In the apparel design/production spaces the issue of safety was raised. The lack of research space is evident and of concern. AESHM is to be commended for

maximizing efficient use of its space at this time, though there are compromises to the research productivity.

AESHM is maintaining a strong grad program and shows growth in the total numbers of MS and PhD students from 81 six years ago to 106 in 2014. Much of this growth has been attributed to the hybrid program. This growth must be managed in all three programs to insure quality and available support. There are concerns that faculty have too many students to advise satisfactorily, which directly impacts the student experience and faculty workload.

We are concerned with the model used for undergraduate teaching assistants who take independent study academic credits in lieu of being paid to assist with courses. Undergraduate TAs are a good approach and may create interest in graduate school, however, they should be appropriately compensated.

**4. Are there program areas that would benefit from increased nurturing and improvement? Are there any program areas that should be examined for elimination?**

Event management is an emerging discipline in higher education. There are very few universities in the United States that offer a bachelor of science in event management. AESHM deserves recognition for introducing this degree to the department. The rapid and robust growth in student enrollment has outstripped the resources of the department. More faculty are needed to ensure that the quality of education is not compromised.

We recommend that you evaluate the investment in Textile Science faculty as a minor supporting area in Apparel. There does not appear to be a strong curricular need for this content area to the extent that two fulltime faculty are required. There is inadequate space and support for labs and equipment in order to support faculty or graduate student success. However, Textile Science could be a strong area for fundable, collaborative research and has a strong link to textile conservation. If Textile Science is considered an area of strategic investment, then considerable resources need to be redirected.

**5. How can AESHM expand collaborations either on campus, externally or both? Are there any obvious linkages for interdisciplinary efforts?**

AESHM is very collaborative and this culture was consistently apparent during the visit. There is evidence of a strong multi-disciplinary approach to cross campus programs and with businesses in the state of Iowa. The three programs work well together and create a positive synergy.

The event management degree is a perfect candidate for collaborative efforts with a variety of stakeholders. On campus, synergies can be created between EM and the athletics department, student life, and foodservice operations. Academic programs that might be interested in interdisciplinary efforts would be sociology, public relations, mass communications, and design. The program should reach out to the CVB, chamber of commerce, mayor's office, and other entities that regularly organize events for members and residents. The Association of Iowa Fairs could offer a variety of opportunities for student internships and work experience and faculty research.

**6. Are there activities, etc., within AESHM that could be reduced or eliminated to increase efficiencies?**

No recommended changes. AESHM appears to be well managed and operates very efficiently. If additional resources were available, investment in additional staff to support faculty in the teaching and research mission would be beneficial across the department.

**7. Do the curricula reflect the “state of the art” within the industries they represent? Is technology usage appropriate?**

Although event management is still evolving as a discipline, there have been efforts in both the United States and Canada to discover core competencies of event managers. Several professional certifications exist across many areas of event management, including catering, special events, meetings and business events, incentive travel, trade shows and festivals. Faculty from both two and four year schools in the United States worked for many years to help Meeting Professionals International (MPI) identify standards for curriculum. The Meeting and Business Events Competency Standards (MBECS) describe 12 categories of management (i.e., strategic management, marketing, site planning) and 33 individual skills required by meeting planners. Many of these categories and skills are applicable to other types of event managers. The EM curriculum at Iowa State is not reflective of the competencies identified by MBECS or the different professional certifications. AESHM needs to allocate resources to the degree program so that a strong curriculum can be built and delivered to students.

The technology available to faculty and students in the apparel area is state of the art. Manufacturing and imaging technologies are critical to prepare students for the future of the apparel and textile industry. The staff support that is present is also essential for student success using these technologies. Students require more access to work spaces and technologies outside of the current class and monitored hours. We recommend that space is evaluated annually to consider safety and best practices for student learning.

**8. What is/are AESHM’s strength/s as observed by the review team? What are its biggest challenges for excellence in the future? How should we best market AESHM to future students and faculty and to the general public?**

General

A culture of camaraderie was evident with every group the team interviewed. Across the board, the faculty and students felt valued, supported, and appreciated. This dynamic does not happen by chance and is credited for the high quality, nationally respected programs in AESHM. In addition, the department faculty indicated support of all three of the program areas, with none indicating they felt their area was sacrificed with regard to resources. The support of the department faculty appeared to be genuine.

The collaborative spirit is also evident through the AESHM perspective of University support throughout the academic life-cycle. There were clear expectations and systems in place for mentoring and professional development. Experiences with mentoring were highly valued and perceived to be connected with successful tenure and promotion.

Curriculum – Advisors strength

Advisors were very knowledgeable about the content area, and they also teach in the department, which gives them ownership of the curriculum. Most have worked in relevant areas of the industry which is a definite advantage to the students. One advisor with more limited industry experience is actively learning about the field via the field study opportunities. Undergraduate students and faculty had positive attitudes toward the model and the quality of the advising at ISU.

Curriculum - Undergraduate

The requirement for a field study for every student is an ambitious goal and a strong quality indicator. It is very important for students to look beyond their areas of familiarity to garner an understanding of their field of study – particularly in the areas represented in AESHM. The flexibility of this program via internships, study abroad, and/or industry or academic field study opportunities gives students a feeling of empowerment and control over their own curriculum. This flexibility is appreciated by students and a good strategy to manage the movement of a large student body out of Ames.

The annual fashion show is well supported by administration including the Dean and Dr. Bob. The leadership opportunities for students around the show are outstanding.

The quality of education for the tuition cost is an amazing value. Some unique highlights include:

Multiple internships are encouraged.

- Program has flexibility built in
- Program has passionate faculty leadership
- Impressed with students' initiative to set their own goals and own them
- Intern fair
- Internship capstone class
- Commitment to getting students outside of Ames.

Curriculum – Graduate

Graduate students were happy with the amount of resources provided for successful completion of the dissertation. Specifically mentioned were the workshops provided by the Graduate School, funding for travel, and sometimes funding for data collection.

The graduate program is vibrant despite some strain on faculty advising loads and modest support for the students. The department's partnerships with other international universities that support dual enrollment are a strong approach to supporting a global perspective for all students.

The required teaching practicum for all Ph.D. students is important for their own professional development and support higher quality learning experiences for undergraduates.

### Students

The leadership interest and passion of the undergraduate student leaders is exciting. The quality of *Trend* and the passion infused in the fashion show are particularly notable. The department-wide support and respect of the fashion show is important, which is an indicator that the event is professionally executed and academically serious, not just an entertainment event.

The hospitality management students were similarly passionate about opportunities to travel to trade shows and about the professional development opportunities they have.

Students enjoyed and were committed to an active AESHM student organization. They also spoke highly of the Dean's advisory board to give students a voice, and cited a recent example that their request for additional testing centers was granted.

The Learning Communities were highly valued and a request was made for more opportunities for students to live within the communities.

### Facilities

Student exposure to technology in the fashion design labs is very positive. The faculty teaching in the labs are very knowledgeable and passionate about their areas of expertise. It is also a strong advantage to have full-time lecturers in the apparel design studio to help manage the space and equipment is a strong advantage, both in terms of maintaining equipment and helping students achieve success.

The Costume museum is a valued resource and used by faculty and students

### Faculty

Assistant professors were generally happy with the start-up packages. One indicated the ISU package was the "best out there." Faculty generally felt that the expectations were clear and reasonable.

Across the board, the faculty and students were supportive of "Dr. Bob." The Associate Professors, particular, felt that he was honest and transparent about budgetary situations.

Lecturers feel that they are a valued part of the department, and do not perceive class differences that exist in some programs.

9. What are its biggest challenges for excellence in the future?

Growth

Managing the growth of the EVENT program and maintaining quality.

Space

- Adequate space for classrooms, faculty and advisors
- AMD lost a studio space
- The textile labs are too small to accommodate the research potential
- Space for the EVENT program
- Space for students to gather (visible culture) as it is hard to make friends in a lecture class
- Work space for design students,
- Space for graduate students to work. MDSE indicated it was adequate, HMGT indicated it was too crowded.

Students

- Support for more graduate students.
- Hospitality graduate student organization
- Active organizations, but meeting times are a challenge because of evening classes.

Resources

- The funding model could be a potential risk. In times of growth, AESHM is in a good position. In seasons of falling enrollment, will the department be able to sustain three quality undergraduate and four quality graduate programs? What is the “break even” enrollment?
- University does not provide ODA support; department must absorb cost of accommodation.

Curriculum

- Maintaining quality in hybrid courses.
- Hospitality Management M.S. core – dual classes are not serving the needs of the graduate students. The M.S. curriculum required graduate level course work.
- Growth of the history component. Ph.D. student said she was here for two years before a graduate history class was offered. Need a conservation class, as the lab resource is already in place. This may be a niche opportunity for the program as History of Costume and Conservation is being dropped from many graduate programs.
- There does not seem to be an allowance made for class size in the teaching load credit. As classes grow larger, the projects and pedagogy adjustments can lower the quality of the course experience. Faculty specifically expressed concern that the rigor of the projects had to be reduced in order to accommodate growing class sizes.
- Concern that content in qualitative social/cultural aspects of clothing will be maintained after a key professor in the area retires. This is essential to maintain the quality and holistic nature of the program.

- Opportunities for the hospitality management internship program.
- Need a remedial sewing course.

#### Faculty

- Assistant professors were happy that they were automatically assigned a 20-hour graduate assistant as part of their package, but would have liked to have some opportunity for choice. Sometimes the match was not conducive to productivity. One faculty member specifically suggested that a course release would have been a better resource. Flexibility of the resource will provide more customized, helpful support.
- There seems to be no guidelines about what a graduate assistant actually does. A job description or perhaps a list of tasks appropriate to the position would be beneficial.

#### Leadership

- Program directors: Adding/strengthening the role of a program director would be beneficial in program development and in developing leadership skills among the faculty. Use of program directors could provide further focus and refinement of curriculum, research agenda and junior faculty mentoring.
- Support staff is at the limit now. Their workload is not comparable to their peers in other departments.

#### 10. **How can AESHM further raise its national reputation?**

- To best market AESHM the program must continue to report career success of graduates in all programs. Career paths should be clearly articulated in recruitment. As the Provost stated markers of success include demand in the market for the academic program as well as job demand. Each of these three programs measure well on these markers of success and the story needs to be told. The work with the Iowa Retail Initiative is well established and increases program visibility.
- At an institution where one of the reviewers works, it is very helpful to work with community colleges on articulation agreements. They have a "Direct Connect" program with two nearby community colleges that guarantees admission to any student who completes their A.S. or A.A. degree. They also do a lot of outreach to high schools in the region. They work with guidance counselors to educate them about career opportunities for our students. They organize events that are open to the public and this has helped market our academic programs as well as introduce the College to a wide audience.
- Continue excellent support for your faculty to research and disseminate findings and recruit top quality graduate students