

ENTERTAINMENT MANAGEMENT DEGREE OPPORTUNITIES

Prepared for Clarion University of Pennsylvania

September 2015



In the following report, Hanover Research analyzes the market for bachelor's and master's degrees in entertainment management, including outdoor recreation, food & lodging, meeting and events, and casino management. The analysis draws on recent degree completions trends and labor market projections for related fields.

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EXECUTIVE SUMMARY AND KEY FINDINGS

INTRODUCTION

Clarion University and the borough of Clarion are currently discussing plans to develop an “events, entertainment, and hotel complex” on university-owned property.¹ The complex, which would also contain a casino, is intended to contribute to the broader Clarion community mission to revitalize the commercial district and contribute to local economic development.² Clarion University is considering developing an “all encompassing” degree option in the entertainment and hospitality industries that could incorporate the proposed complex into internships and other experiential learning opportunities,³ although plans for the complex are still at the very early stages of development.⁴

The following report is intended to provide Clarion University with a broader picture of student and labor market demand for bachelor’s and master’s degrees associated with hospitality and entertainment management. Specifically, this report examines national and state trends in Food & Lodging Management, Outdoor Recreation, Conference and Event Planning, and Casino Management to determine whether a degree with one or more of these concentrations could meet a need beyond the immediate Clarion community.

KEY FINDINGS

- **Overall, national student demand for bachelor’s and master’s programs related to event, entertainment, and hospitality management has increased in recent years.** Demand indicators highlight that Food and Lodging Management programs in particular have contributed to this trend from 2009 to 2013. However, at **bachelor’s** level, Outdoor Recreation, Meeting and Event Planning, and Casino Management degree completions trends reflect relatively flat growth across this time period. At the **master’s** level, Conference and Event Planning and Casino Management programs are rare. Rising completions for Outdoor Recreation programs, though, suggest increasing levels of student interest in this degree type.
- **General programs in hospitality management and hotel management confer more degrees than programs targeting specialized subfields, such as Meeting and Event Planning or Casino Management.** However, some general hospitality management programs, such as those offered by Drexel University, incorporate specialized training in entertainment management, event planning, outdoor recreation, or casino management through course requirements, concentrations, or partnerships with local employers.

¹ “The Clarion Borough Blueprint: An Economic and Community Revitalization Plan.” Draft – March 10, 2014. <http://clarionboro.org/wp-content/uploads/2010/02/Clarion-Borough-Blueprint-3-10-15.pdf>

² Ibid.

³ Wilshire, R. “Preliminary Discussions Start on Clarion Casino, Conference Center.” Explore Clarion, October 6, 2014. <http://exploreclarion.com/2014/10/06/preliminary-discussions-start-on-clarion-conference-center-casino/>

⁴ See: “The Clarion Borough Blueprint: An Economic and Community Revitalization Plan,” Op. cit., pp. 10-11.

- **Within Pennsylvania, bachelor's degree completions have grown at a slower rate in relevant fields in comparison to national rates. However, master's programs in the state have grown more quickly.** At the **bachelor's level**, Food and Lodging Management degree completions have grown at an annualized rate of 7.1 percent nationally, compared to 3.5 percent in Pennsylvania. Outdoor Recreation completions have stayed relatively flat, with a 1.0 percent annualized growth nationally and 2.0 percent in Pennsylvania. At the **master's level**, Food and Lodging Management programs in the state have grown at an annualized rate of 22.5 percent, compared to a national rate of 10.5 percent. Likewise, Outdoor Recreation programs in Pennsylvania grew at an annualized rate of 18.9 percent, compared to 13.1 percent nationally. No institution in the Pennsylvania reports completions under a standalone program in Casino Management or Meeting and Event Planning at the bachelor's or master's level.
- **Meeting, Convention, and Event Planners and Recreation Workers are high-volume, high-growth fields nationally and within Pennsylvania.** Both occupations are projected to grow faster than the aggregate rate of growth across all occupations through 2022. These occupations also have higher percentages of employees with a bachelor's or master's degree, compared to other relevant occupations. However, occupational projections for Food Service Managers, Lodging Managers, and Gaming Supervisors are below aggregate rates of growth for all occupations.
- **Industry analysts expect the number of casinos within Pennsylvania and surrounding states to continue to expand through the year 2018.** Pending approval, one new casino would be located in Lawrence County, and another in Philadelphia. The casino industry in Pennsylvania has rapidly grown but is facing increased competition from nearby states. Experts suggest that the industry will need to diversify its offerings to remain competitive. New casinos and diversification would present more opportunities across Pennsylvania's hotel, restaurant, and entertainment industries. Furthermore, graduates of a program such as that under consideration by Clarion University could pursue opportunities in nearby states.
- **The most similar programs to those under consideration at Clarion University are typically called "Hospitality Management" or "Recreation Management" as opposed to "Entertainment Management."** Entertainment Management degrees generally focus on training students in the management of artists and entertainers, which could be an important distinction when communicating with prospective students and employers.
- **Other Pennsylvania hospitality management programs integrate coursework, including in business, with work experience to help students gain industry knowledge and apply lessons learned in the classroom.** For instance, Slippery Rock University of Pennsylvania and Drexel University both have partnerships with local and national hospitality businesses. These include resorts, hotels, casinos, cruise lines, visitor bureaus, and municipal recreation departments. Drexel also trains students through a student-run restaurant and casino training lab on campus.

SECTION I: STUDENT DEMAND

In the following section, Hanover Research examines recent undergraduate and graduate entertainment management degree completions trends to assess the level of student interest that Clarion University of Pennsylvania might expect from relevant entertainment management degrees. This section relies on the five most recent years of data available through the National Center for Education Statistics (NCES).⁵

The section organizes NCES-designated Classification of Instructional Program (CIP) codes into the following four groups to assess demand for entertainment management-related programs:

- **Outdoor Recreation:** Includes the CIP codes for Natural Resource Recreation and Tourism; Parks, Recreation and Leisure Facilities Management; and Outdoor Education.
- **Food & Lodging Management:** Includes the CIP codes for Restaurant, Culinary, and Catering Management; Hospitality Administration/Management; Hotel/Motel Administration/Management; Restaurant/Food Services Management; Resort Management; and Hotel, Motel, and Restaurant Management.
- **Meeting and Event Planning:** Includes the CIP code for Meeting and Event Planning.
- **Casino Management:** Includes the CIP code for Casino Management.

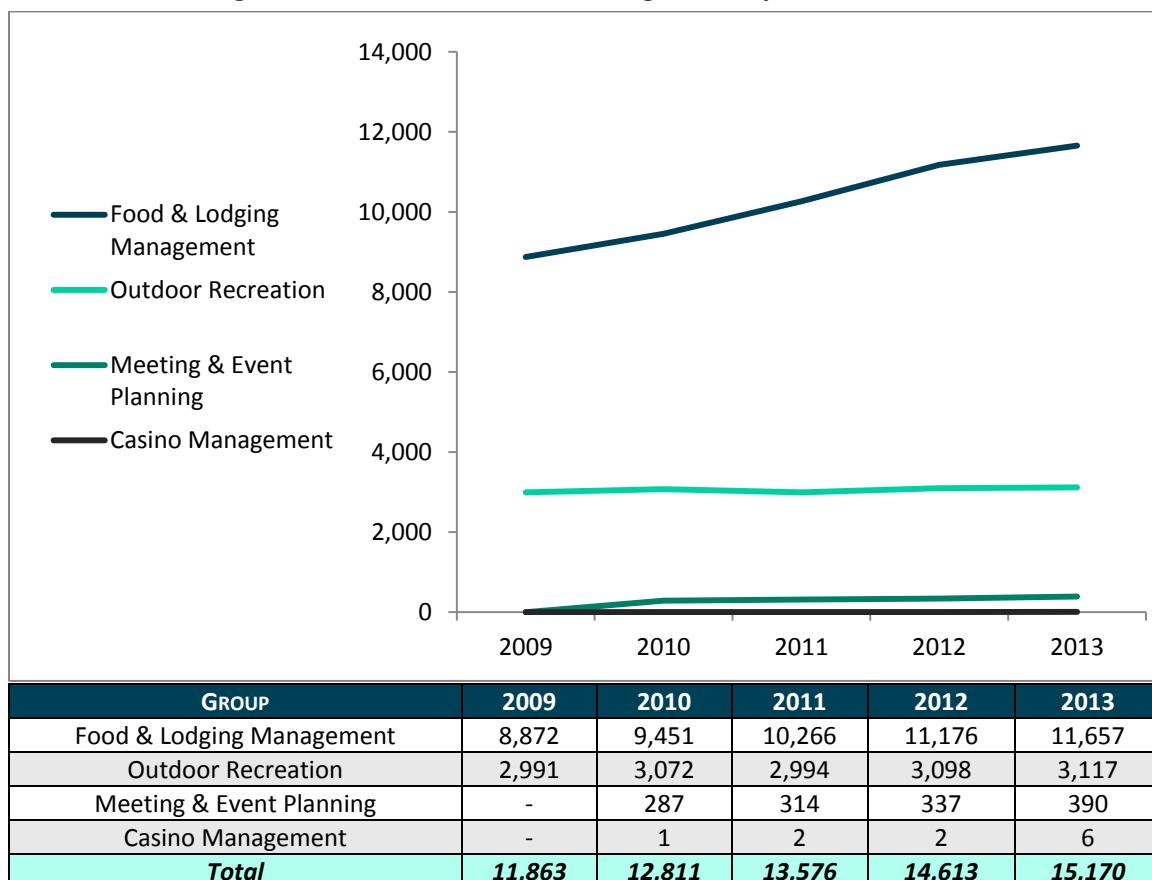
Detailed completions data for each relevant CIP codes from 2009 through 2013 are included in the appendix, alongside a more detailed discussion of the methodology used to assess demand.

⁵ See: "IPEDS Data Center." National Center for Education Statistics. <https://nces.ed.gov/ipeds/datacenter/>

NATIONAL COMPLETIONS TRENDS

Figure 1.1 illustrates national bachelor's degree conferrals across the four CIP groups analyzed. By far, Food & Lodging Management programs conferred the largest number of completions across the examined time period, followed by Outdoor Recreation. Far fewer institutions reported bachelor's degree conferrals in the more specialized fields of Meeting & Event Planning and Casino Management. The number of bachelor's degrees awarded in Food & Lodging Management increased the most substantially, indicating growing undergraduate demand in these areas of study. However, all subject groups experienced steady or positive growth during the past five years.

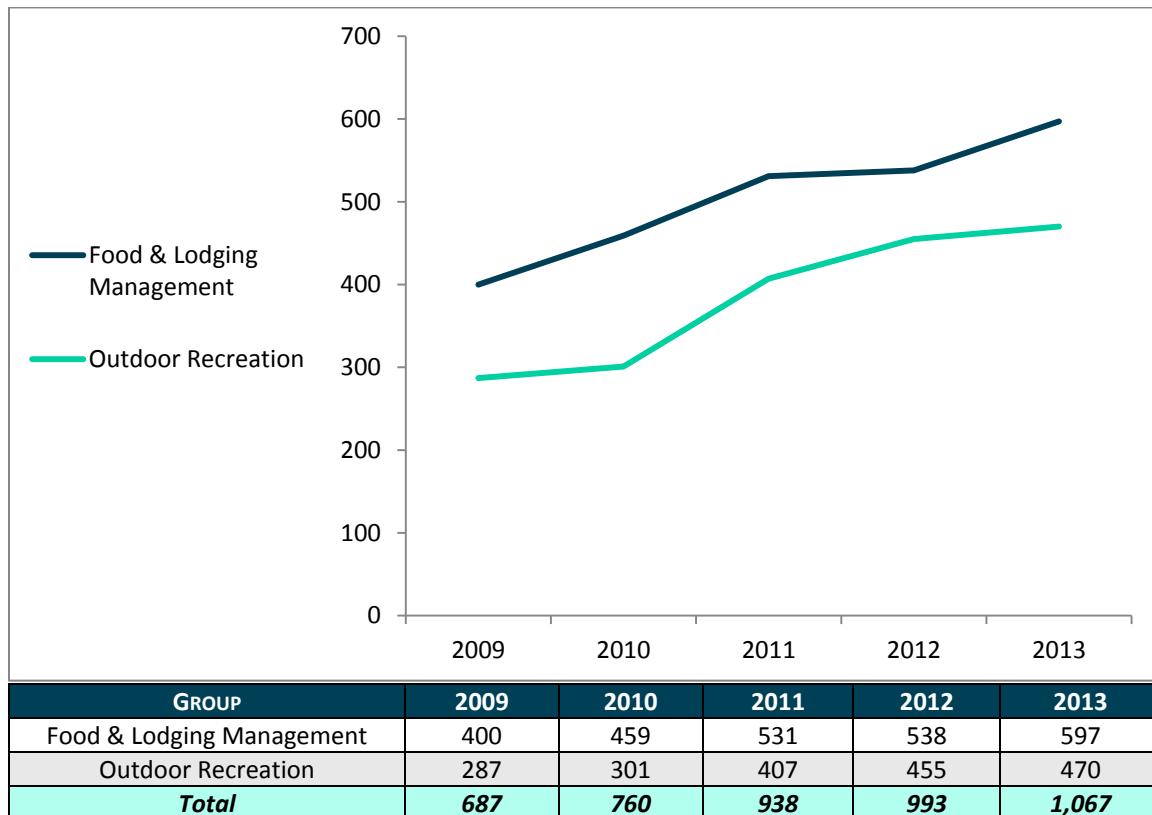
Figure 1.1: National Bachelor's Degree Completions Trends



Source: IPEDS

At the master's degree level, no higher education institution reported completions in Meeting and Event Planning or Casino Management from 2009 to 2013. Likewise, programs in Food & Lodging Management and Outdoor Recreation are far more common at the bachelor's than at the master's level, illustrated by the higher number of degree completions in these areas at the bachelor's level. However, the number of master's degrees awarded in both Outdoor Recreation and Food & Lodging Management has increased over the past five years, as shown below in Figure 1.2.

Figure 1.2: National Master's Degree Completions Trends



Source: IPEDS

The following subsections discuss national completions trends by individual CIP grouping in further detail.

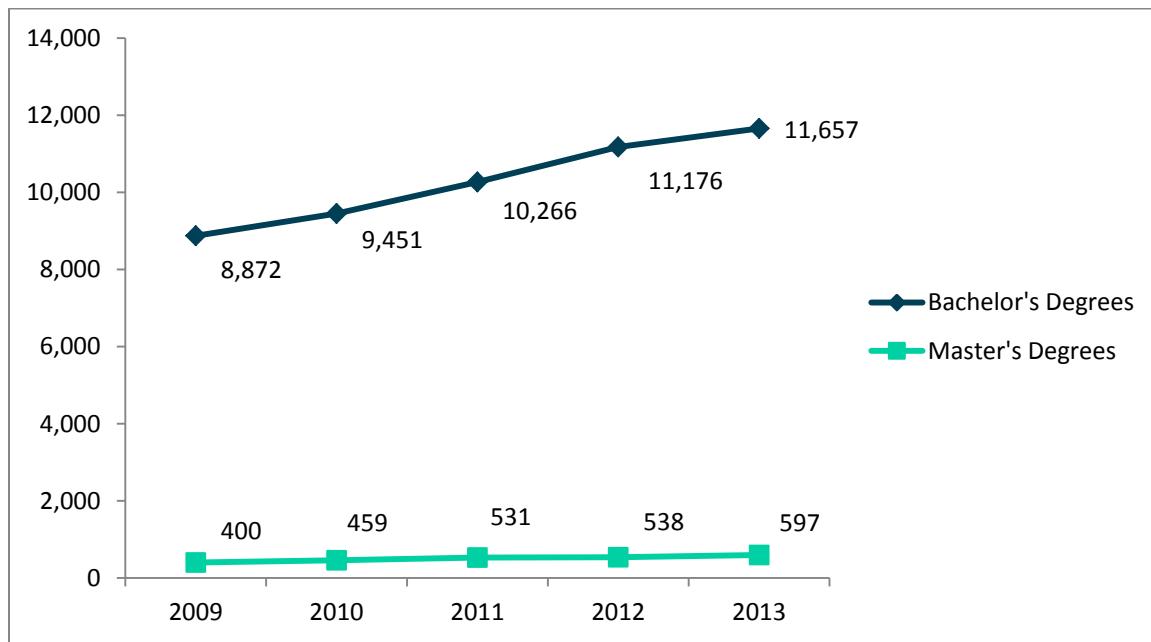
FOOD & LODGING MANAGEMENT

Undergraduate and graduate programs in Food & Lodging Management have seen modest growth over the past five years, as shown in Figure 1.3 on the following page. Again, bachelor's degrees are far more common than master's degrees in this field. However, the number of master's degrees awarded has increased at a slightly faster rate (10.5 percent per year) than the number of bachelor's degrees awarded (7.1 percent per year) between 2009 and 2013.

Hospitality Administration/Management and Hotel/Motel Administration/Management programs are most popular at the undergraduate level, awarding about 84 percent of bachelor's degrees for relevant Food & Lodging Management categories in 2013. However, these fields have experienced only slight growth in recent years. By contrast, relevant fields that award a smaller volume of completions, including Restaurant, Culinary, and Catering Management and Resort Management, grew rapidly between 2009 and 2013. Bachelor's level completions for both these fields grew at an annualized rate of over 20 percent during this period.

The majority of completions at the master's level were also in the general Hospitality Administration/Management category, which grew at an annualized rate of nearly 14 percent. On the other hand, master's degrees classified as Hotel/Motel Administration/Management remained fairly steady. Master's programs specializing in the more niche areas of restaurant or resort management are uncommon.

Figure 1.3: National Food & Lodging Management Degree Completions, 2009-2013



Source: IPEDS

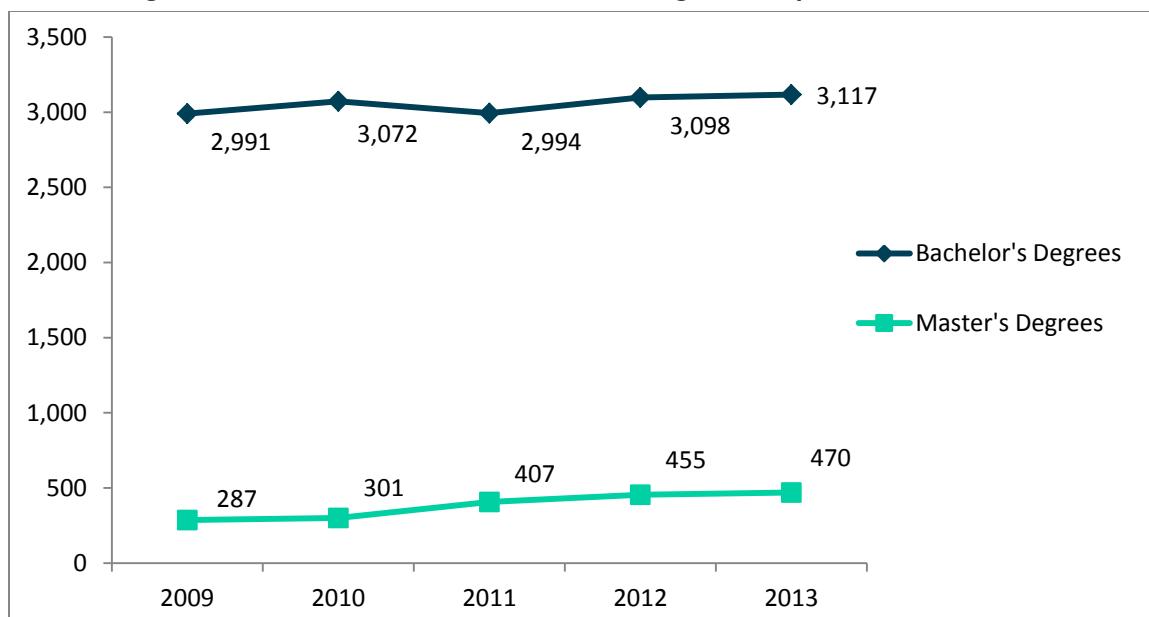
OUTDOOR RECREATION

Figure 1.4 shows completions trends in Outdoor Recreation over the 2009 to 2013 period. Though bachelor's degrees are far more common in this field – IPEDS reports over six times as many bachelor's completions as master's completions in 2013 – bachelor's degree conferrals have stayed relatively flat, while master's degrees have grown at a faster rate.

The growth in master's degree conferrals is driven primarily by completions in Parks, Recreation and Leisure Facilities Management, which have increased at an annualized rate of almost 11 percent. The vast majority of bachelor's conferrals have also been in Parks,

Recreation and Leisure Facilities Management, but conferrals have remained steady for the past five years. Though IPEDS reports few completions in Natural Resource Recreation and Tourism, the field most closely aligned to ecotourism, the number of bachelor's degrees awarded in this category has increased from 33 in 2009 to 62 in 2013. IPEDS reports only seven master's degree completions in Natural Resource Recreation and Tourism for the year 2013, indicating that this degree type is not common at the master's level.

Figure 1.4: National Outdoor Recreation Degree Completions, 2009-2013



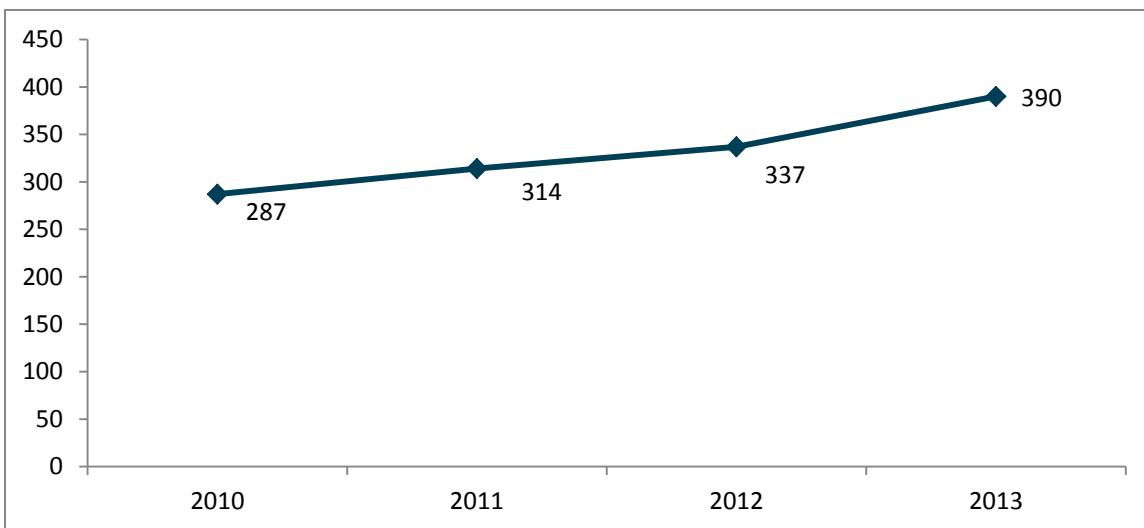
Source: IPEDS

MEETING AND EVENT PLANNING

As shown in Figure 1.5 on the following page, the number of bachelor's degree conferrals in Meeting & Event Planning has increased between 2010 and 2013, growing by more than 100 completions from 2010 to 2013.⁶ IPEDS reports no master's degree completions in Meeting & Event Planning.

As discussed in Section III, meeting and event planning is more often incorporated into generalized hospitality management degrees. However, several institutions do report growing completions of "at least one but less than two academic years" and "less than one academic year." Therefore, Clarion may wish to further explore programming related to conference and event planning at the bachelor's degree or undergraduate certificate level.

⁶ Because IPEDS introduced the CIP code for Meeting & Event Planning in 2010, institutions did not report completions under this category in 2009. (CAGR, AAC, and STDEV are not calculated for CIP codes with less than five years of data.) See: "Detail for CIP Code 52.0907: Meeting and Event Planning." CIP 2010. Integrated Postsecondary Education Data System. <https://nces.ed.gov/ipeds/cipcode/cipdetail.aspx?y=55&cipid=89319>

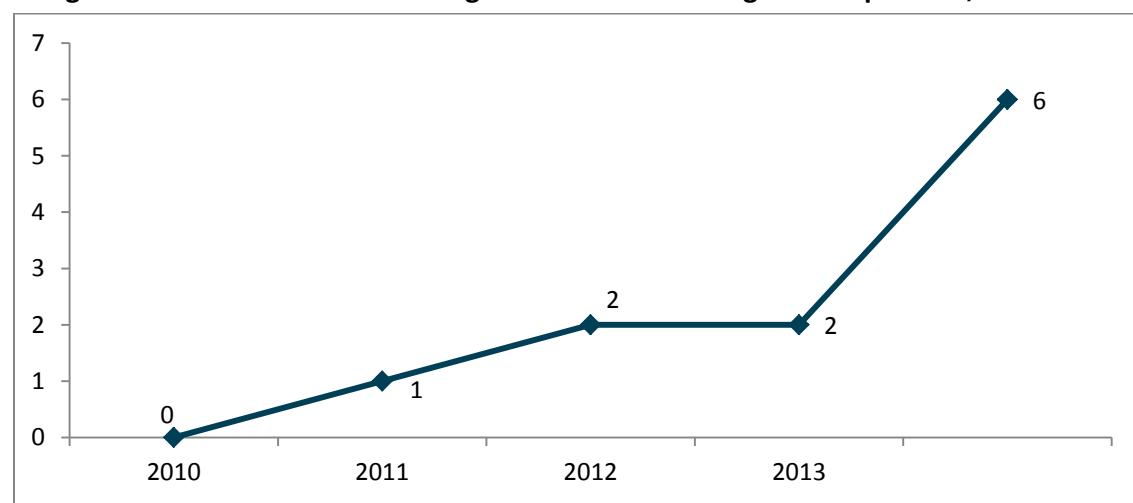
Figure 1.5: National Meeting & Event Planning Bachelor's Degree Completions, 2010-2013

Source: IPEDS

CASINO MANAGEMENT

Casino Management is a relatively new CIP category, introduced to IPEDS in 2010. As such, there are few reported bachelor's degree conferrals in this field – a total of six for 2013 reported by Central Michigan University and National University. A few institutions report offering associate's degrees and “awards of less than one academic year” in Casino Management. However, overall completions are low and fluctuate from year to year, making it difficult to assess student demand specific to casino management.

No institutions report offering master's degrees in the field. However, some hospitality master's programs, such as Drexel University's MS in Hospitality Management (profiled in Section III), include Casino Management as a concentration area.

Figure 1.6: National Casino Management Bachelor's Degree Completions, 2010-2013

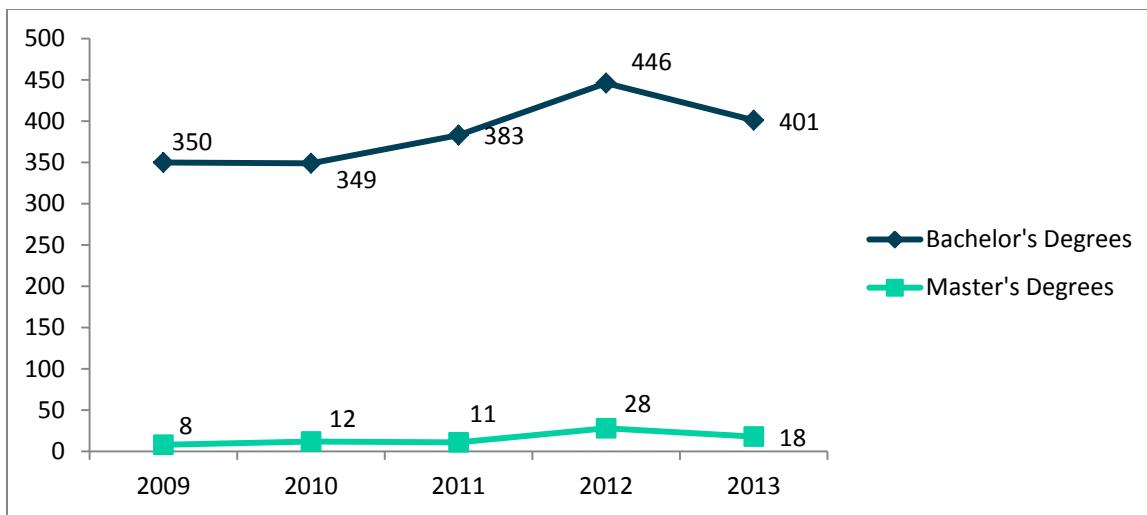
Source: IPEDS

PENNSYLVANIA COMPLETIONS TRENDS

Figure 1.7 shows state-level completions trends in **Food & Lodging Management**. Again, bachelor's degrees far outnumber master's degrees. The only institutions to report master's completions for Hospitality Administration/Management, General, and Hotel/Motel Administration/Management are Temple University, Widener University, and Drexel University. These programs appear to be small – each reporting between zero and 11 completions per year between 2009 and 2013.

At the bachelor's level, degree conferrals have grown most significantly in Restaurant, Culinary, and Catering Management; Hotel/Motel Administration/Management; and Restaurant/Food Services Management, though all of these fields are also low volume ones. Institutions in Pennsylvania reported slight declines in bachelor's degrees awarded in Hospitality Administration/Management between 2012 and 2013. However, these programs also tend to enroll more students. The average number of bachelor's degrees awarded in Hospitality Administration/Management in 2013 was 28 and the median was 22. Temple University, Indiana University of Pennsylvania, and East Stroudsburg University of Pennsylvania have the largest programs, based on reported completions through IPEDS.

Figure 1.7: Pennsylvania Food & Lodging Management Degree Completions

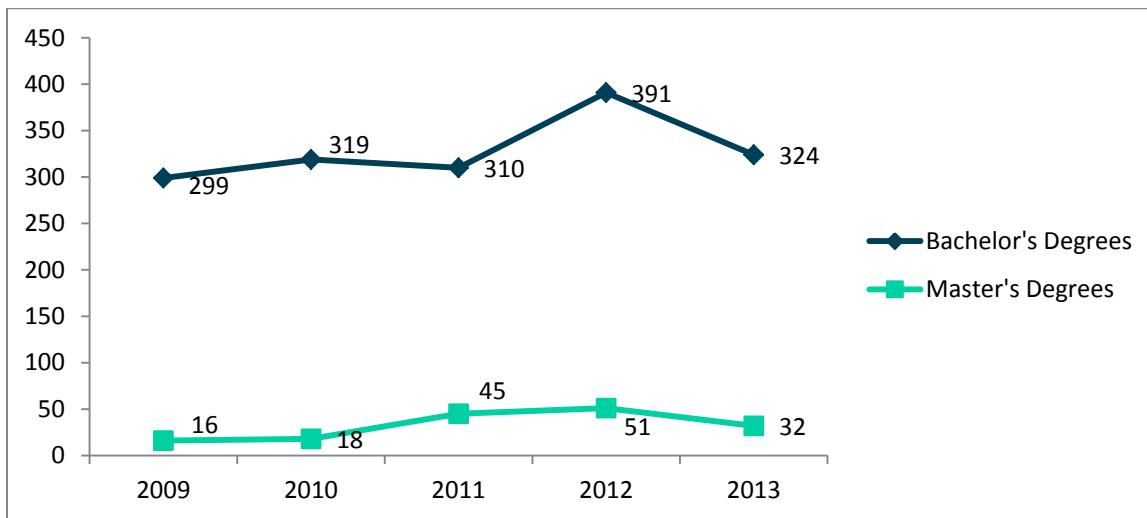


Source: IPEDS

Figure 1.8 shows five-year bachelor's and master's degree completions trends in **Outdoor Recreation** for the state of Pennsylvania. Following national trends, Outdoor Recreation programs are far more common at the bachelor's level than at the master's level. All completions are reported under the CIP code for Parks, Recreation and Leisure Facilities Management, General. Though completions have decreased from 2012 and 2013, total conferrals have risen slightly between 2009 and 2013.

The majority of bachelor's degree completions are reported by Pennsylvania State University – Main Campus, Slippery Rock University of Pennsylvania, Lock Haven University, and East Stroudsburg University of Pennsylvania. The majority of master's degree completions for 2013 are reported by Slippery Rock University of Pennsylvania.

Figure 1.8: Pennsylvania Outdoor Recreation Degree Completions, 2009-2013



Source: IPEDS

No higher education institutions in Pennsylvania reported conferrals in Meeting & Event Planning or Casino Management at the bachelor's or master's level between 2009 and 2013. Westmoreland County Community College in Youngwood, Pennsylvania, reported one "award of less than one academic year" in Casino Management in 2010 but zero awards in subsequent years.

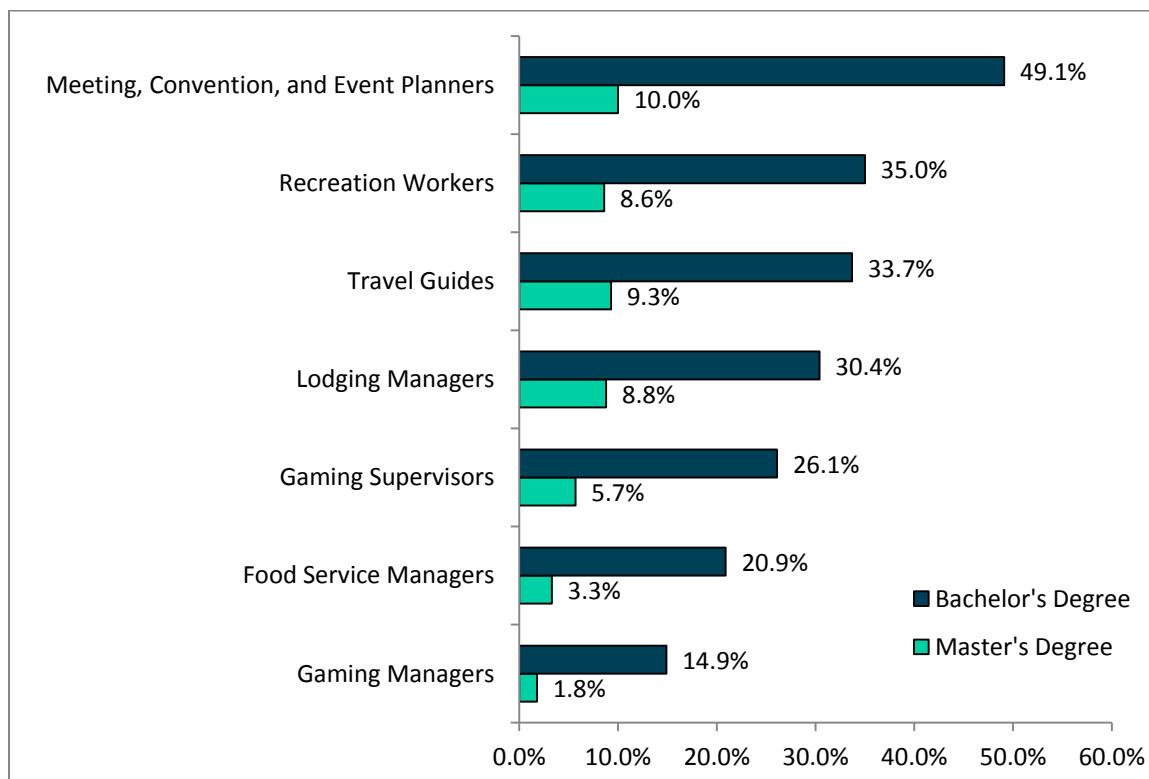
SECTION II: LABOR MARKET OUTLOOK

This section begins with an overview of the labor market outlook for occupations related to entertainment management and concludes with a brief summary of trends within the Pennsylvania casino and tourism industries.

EMPLOYMENT PROJECTIONS

Using data provided by the U.S. Bureau of Labor Statistics' (BLS) Standard Occupational Classification System (SOC), Hanover identified seven occupations that align with entertainment management degree programs.⁷ These include Meeting, Convention, and Event Planners; Recreation Workers; Travel Guides; Lodging Managers; Gaming Supervisors; Food Service Managers; and Gaming Managers.⁸ Figure 2.1 shows the educational attainment for workers 25 years of age and older employed in these fields, based on national data provided for the years 2010 to 2011.

Figure 2.1: Educational Attainment for Employees in Relevant Fields (Age 25 and Older)



Source: BLS⁹

⁷ "2010 SOC System." U.S. Bureau of Labor Statistics. <http://www.bls.gov/soc/#classification>

⁸ For a more detailed discussion of the methodology used to select these occupations, please see the Appendix.

⁹ Only bachelor's and master's degree attainment are shown. Some of these fields also have moderate to substantial portions workers age 25 and older with less than a bachelor's degree. See: "Table 1.11 Educational Attainment for Workers 25 Years and Older by Detailed Occupation, 2010-11" in "BLS Labor Market Projections (2012-2022)." U.S. Bureau of Labor Statistics. <http://www.bls.gov/emp/>

Entertainment, hospitality, and recreation workers have a range of educational backgrounds, but the bachelor's degree is the most common level of attainment for **Meeting, Convention, and Event Planners; Recreation Workers; Travel Guides; and Lodging Managers**. However, education below the bachelor's level is also fairly common in these industries, particularly for Gaming Managers, Food Service Managers, and Gaming Supervisors. Clarion University may therefore want to focus the proposed programs on fields where bachelor's or master's level training is more prevalent for related occupations.

NATIONAL EMPLOYMENT PROJECTIONS

Figure 2.2 presents 10-year national employment projections for the seven occupations identified above. As a whole, these fields are projected to grow at rates consistent with the national average across all occupations (10.4 percent for selected SOC codes compared to 10.8 percent for all occupations). However, there is a large amount of variance among individual occupations.

By far, the fastest-growing occupation is Meeting, Convention, and Event Planners, which the BLS projects will grow at a rate of over 33 percent in the coming decade. Compared to the other entertainment management fields analyzed, Meeting, Convention, and Event Planners are also expected to have a large number of job openings (4,400 per year on average). Recreation Workers is another high growth, high volume occupation. The BLS projects employment in this field to grow at an above average rate of roughly 14 percent over the next 10 years, adding 9,000 jobs per year on average.

On the other hand, the BLS expects Food Service Managers and Lodging Managers to grow at below average rates (under two percent) through 2022. Projections for travel guides are likewise unfavorable at 3.6 percent. The BLS expects occupations associated with casino management (Gaming Managers and Gaming Supervisors) to grow at rates slightly below average (between seven and eight percent).

**Figure 2.2: National Entertainment Management Employment Projections, 2012-2022
(numbers in thousands)**

OCCUPATION	EMPLOYMENT		NUMBER CHANGE	PERCENT CHANGE	AVERAGE ANNUAL OPENINGS
	2012	2022			
Total, All Occupations (U.S.)	145,355.8	160,983.7	15,628.0	10.8%	5,055.7
11.9051 Food Service Managers	321.4	326.5	5.0	1.6%	6.2
11.9071 Gaming Managers	4.8	5.2	0.4	7.5%	0.1
11.9081 Lodging Managers	50.4	51.1	0.7	1.4%	1.6
13.1121 Meeting, Convention, and Event Planners	94.2	125.4	31.3	33.2%	4.4
39.1011 Gaming Supervisors	38.5	41.6	3.1	8.2%	1.1
39.7012 Travel Guides	5.7	5.9	0.2	3.6%	0.3
39.9032 Recreation Workers	345.4	394.4	49.0	14.2%	9.0
Total, All Relevant Occupations	860.4	950.1	89.7	10.4%	22.7

Source: BLS

PENNSYLVANIA EMPLOYMENT PROJECTIONS

State-level occupational projections provided by the Pennsylvania Department of Labor and Industry are shown in Figure 2.3. Labor market trends for Pennsylvania largely reflect those observed at the national level. Meeting, Convention, and Event Planners are expected to see the strongest growth through 2022, with an average of 121 new job openings per year. Recreation workers are also expected to see above average growth through the 10-year period for which projections are available.

However, employment growth for Food Service Managers and Lodging Managers is slower at the state level than nationally, with no expected growth in the state between 2012 and 2022 for these occupations. Gaming Supervisors are also expected to grow at a rate below the aggregate rate of growth across all occupations in the state, adding only 15 job openings per year. However, current state occupational projections do not take into account the new jobs that would be created if the new conference centers or casinos, such as that proposed to be built in Clarion, Pennsylvania. The following subsection discusses general trends in Pennsylvania's casino industry to provide a more nuanced picture of potential local employment opportunities.

Figure 2.3: Pennsylvania Entertainment Management Employment Projections, 2012-2022

SOC CODE*	EMPLOYMENT		NUMBER CHANGE	PERCENT CHANGE	AVERAGE ANNUAL OPENINGS
	2012	2022			
Total, All Occupations (PA)	6,046,560	6,514,500	467,940	7.7%	193,368
11.9051 Food Service Managers	8,150	8,210	60	0.7%	152
11.9081 Lodging Managers	1,260	1,260	0	0.0%	39
13.1121 Meeting, Convention, and Event Planners	2,840	3,660	820	28.9%	121
39.1011 Gaming Supervisors	650	670	20	3.1%	15
39.7012 Travel Guides	200	200	0	0.0%	10
39.9032 Recreation Workers	12,010	13,490	1,480	12.3%	290
Total, All Relevant Occupations	25,110	27,490	2,380	9.5%	627

Source: Pennsylvania Department of Labor and Industry¹⁰

*Pennsylvania does not publish occupational projections for Gaming Managers.

CASINOS

Pennsylvania currently operates 10 stand-alone and racetrack casinos as well as two resort casinos, which employ a combined total of 17,768 workers.¹¹ Over 2,500 of these workers are Executive/Management/Professional staff, the majority (62 percent) of which is male.¹² Industry analysts expect the number of casinos within Pennsylvania, as well as in New York, Ohio, and Maryland, to continue to expand through 2018.¹³ If approved, two of these

¹⁰ "Long-Term Occupational Employment Projections." Pennsylvania Department of Labor & Industry. <http://www.portal.state.pa.us/portal/server.pt?open=514&objID=814813&mode=2>

¹¹ "2013-2014 Annual Report." Pennsylvania Gaming Control Board, p. 5. http://gamingcontrolboard.pa.gov/files/communications/2013-2014_PGCB_Annual_Report.pdf

¹² Ibid.

¹³ "The Current Condition and Future Viability of Casino Gaming in Pennsylvania." Econsultant Solutions, May 2014. p. 7. http://www.econsultantsolutions.com/wp-content/uploads/PA-Gaming-Report-from-ESI_May-6.pdf

casinos would be located in **Lawrence County (casino and racetrack) and Philadelphia (casino, hotel, and restaurants)**, with a third casino slot authorized for licensure by the Pennsylvania Gaming Control Board in 2017.¹⁴

Pennsylvania's casino industry has seen strong growth in recent years. In 2012, Pennsylvania generated more revenue in casino sales than any other state except for Nevada.¹⁵ However, industry analysts also note that this growth has "declined slightly" since 2013, primarily due to increased competition from surrounding states.¹⁶ New casinos in Ohio, for instance, have taken market share from casinos located in the Pittsburgh area.

Analysts say the industry is now "stable" within Pennsylvania but that to compete in an increasingly saturated market, casinos should look to incorporate lodging, residential, and retail development.¹⁷ The Meadows Racetrack & Casino, located in Washington, Pennsylvania, recently built a 155-room luxury hotel on its property, for instance. William Thompson, an academic who studies the casino industry, emphasizes that **Pennsylvania will need to diversify its casinos by offering "entertainment options outside of gambling."**¹⁸ Gambling accounts for only 45 percent of casino revenue in Las Vegas, compared to roughly 90 percent in Pennsylvania.¹⁹ If new and existing casinos diversify, this could present more opportunities for Pennsylvania's hotel, restaurant, and entertainment industries as well. Figure 2.4 shows trends in gaming revenue between July 2014 and July 2015 for the 12 casinos operating in Pennsylvania.

Figure 2.4: Gaming Revenue Trends for Pennsylvania Casinos, July 2014-2015

CASINO	COUNTY (PA)	TOTAL GAMING REVENUE		% CHANGE
		JULY 2014	JULY 2015	
Sands Casino Resort Bethlehem	Northampton	\$38,847,080	\$46,113,151	18.7%
Lady Luck Casino Nemacolin	Fayette	\$3,068,708	\$3,408,883	11.1%
Parx Casino	Bucks	\$41,441,293	\$45,944,253	10.9%
Valley Forge Casino Resort	Montgomery	\$9,066,579	\$9,998,585	10.3%
Mount Airy Casino Resort	Monroe	\$16,399,197	\$17,764,290	8.3%
Hollywood Casino at Penn National	Dauphin	\$20,788,392	\$21,980,434	5.7%
The Meadows Casino	Washington	\$22,261,079	\$23,048,773	3.5%
Mohegan Sun Pocono	Luzerne	\$22,966,826	\$23,635,916	2.9%
SugarHouse Casino	Philadelphia	\$21,521,161	\$22,055,185	2.5%
Harrah's Philadelphia	Delaware	\$23,872,939	\$24,008,068	0.6%
The Rivers Casino	Allegheny	\$29,944,479	\$30,045,582	0.3%
Presque Isle Downs and Casino	Erie	\$12,347,942	\$12,173,654	-1.4%

Source: Pennsylvania Gaming Control Board²⁰

¹⁴ Ibid., pp. 14-15.

¹⁵ Cato, J. "Once novelty, casinos throughout Pennsylvania 'surrounded by gators.'" *Trib Live News*, July 11, 2015. <http://triblive.com/news/allegheny/8617204-74/casino-casinos-gambling#axzz3kVzlKjkE>

¹⁶ [1] "The Current Condition and Future Viability of Casino Gaming in Pennsylvania," Op. cit., p. 7. [2] Cato, Op. cit.

¹⁷ Cato, Op. cit.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ "PA Table Game Revenue Increases More than 13% in July." Pennsylvania Gaming Control Board, August 18, 2015.

<http://gamingcontrolboard.pa.gov/?pr=630>

SECTION III: COMPETITOR PROFILES

This section includes detailed profiles of degree offerings in entertainment and hospitality management at Slippery Rock University of Pennsylvania and Drexel University. These institutions were chosen for their proximity to Clarion University of Pennsylvania as well as the relevancy of their programs. These profiles intend to provide Clarion with an understanding of the organizational structure, curricula, and employment opportunities associated with similar programs at potential local competitors.

Notably, in scanning relevant local programs, Hanover found the degrees most similar to Clarion University's proposal to be titled "**Hospitality Management**" or "**Recreation Management**" as opposed to "Entertainment Management." Entertainment Management degrees generally focus on training students in the management of artists and entertainers, which could be an important distinction when communicating with prospective students and employers.

SLIPPERY ROCK UNIVERSITY OF PENNSYLVANIA

A mid-sized public university located within 50 miles of Clarion, Slippery Rock University of Pennsylvania (Slippery Rock) could serve as a potential competitor for Clarion University's proposed entertainment management program.²¹ Slippery Rock offers a **Bachelor of Science in Resort Recreation and Hospitality Management** through its College of Business, Information, and Social Sciences. The BS is marketed as a broad-based degree, which spans the sectors of "sustainable hospitality and planning, ecotourism, event programming and leadership, meeting and event planning, and hotel and restaurant management."²² Through coursework and work experiences, students are expected to graduate with the following skills:²³

- Quality written and verbal communication skills as applied to hospitality/tourism and guest relations.
- Competency in business skills needed to manage related departments within the hospitality/tourism industry.
- Knowledge of the historical perspective of the hospitality and tourism industry to ongoing social, cultural, and political policies or constraints.
- Competency in administration, programming, event and meeting planning skills related to the hospitality and tourism industry.
- Professional values and behavior within the field of hospitality and tourism.
- Competency in sustainable hospitality and tourism practices.
- Competency in planning and evaluating hospitality and tourism facilities.

²¹ See: "Slippery Rock University of Pennsylvania." College Navigator. National Center for Education Statistics. <https://nces.ed.gov/collegenavigator/?q=Slippery+Rock+University+of+Pennsylvania&s=all&id=216038>

²² "Resort Recreation and Hospitality Management." Majors and Minors. Slippery Rock University. <http://www.sru.edu/academics/majors-and-minors/resort-recreation-and-hospitality-management>

²³ Bullet points taken verbatim with some modification from: "Program Outcomes" in "Hospitality, Event Management and Tourism." Slippery Rock University. <http://www.sru.edu/academics/colleges-and-departments/cob/departments/hospitality-event-management-and-tourism>

Figure 3.1 presents recent enrollments in Slippery Rock's hospitality management program.²⁴ As shown, the number of undergraduate majors per year generally fluctuates between roughly 50 and 90 students.

Figure 3.1: Hospitality Management Enrollment Trends, Slippery Rock University

Year (Fall)	2010	2011	2012	2013	2014
Undergraduate Majors	92	90	73	46	86

Source: Slippery Rock University²⁵

CURRICULUM

The BS in Resort Recreation and Hospitality Management consists of 60 credit hours of coursework. Additionally, Slippery Rock "highly recommends" a minor in business administration to teach students the "day-to-day operations" of careers in hospitality and event management.²⁶ Figure 3.2 below lists coursework required for the major.

Figure 3.2: Curriculum, BS in Resort Recreation and Hospitality Management

Core Courses	Additional Required Courses
<ul style="list-style-type: none"> ✓ Introduction to Hospitality, Event Management, and Tourism (HEMT) ✓ Sustainability in the Hospitality Industry ✓ Ecotourism ✓ Public Relations for HEMT ✓ Programming and Leadership for HEMT ✓ Sustainable Planning for Tourism ✓ Management of Hospitality and Tourism Facilities ✓ Administration for Hospitality, Event Management, and Tourism ✓ Practicum in HEMT ✓ Challenges and Trends in HEMT 	<ul style="list-style-type: none"> ✓ Internship in HEMT (12 credits) ✓ Principles of Commercial Recreation/Tourism ✓ Commercial Recreational Feasibility Studies ✓ Resort Recreation Programming ✓ Hotel/Lodging & Hospitality Management ✓ Meeting Planning & Tournament Structure ✓ Principles of Marketing

Source: Slippery Rock University of Pennsylvania²⁷

Slippery Rock emphasizes practical experience as part of the major. For this reason, students are required to complete a Practicum in Hospitality Event Management and Tourism (HEMT), along with a 12-week internship in "an appropriate aspect of hospitality,

²⁴ Drexel categorizes both the BS and MS in Hospitality Management under the CIP code 52.0904 (Hotel/Motel Administration/Management

²⁵ "Full & Part-time by College, Department, Majors & Ethnicity." Slippery Rock University Factbook, Fall 2010-Fall 2014. <http://www.sru.edu/offices/prma/reports>

²⁶ [1] "Hospitality, Event Management & Tourism." College of Business, Information and Social Sciences. Slippery Rock University. <http://www.sru.edu/Documents/programs/factsheets/undergraduate/hemt-fs.pdf> [2] "Resort Recreation and Hospitality Management," Op. cit.

²⁷ "Resort, Recreation and Hospitality Management (BS)." 2014-2016 Undergraduate Catalog. Slippery Rock University. http://catalog.sru.edu/preview_program.php?catoid=24&poid=3752&returnto=467

event management, resort or municipal recreation or tourism work.”²⁸ The three-credit practicum and 12-credit internship typically occur during the summer of students’ junior and senior years, respectively. Though not required, the department of Hospitality, Event Management and Tourism “highly recommends” majors to complete additional work experiences during their first and second years.²⁹

To facilitate internship placements, Slippery Rock has formed cooperative agreements with “a variety of resorts, hotels, cruise lines, Visitor and Convention Bureaus, country clubs, arenas, YMCA’s, municipal recreation departments, and campgrounds.”³⁰ Professors are available to assist students in identifying placements aligned with their career goals. Students may also become involved in Slippery Rock’s Resort Recreation Club, which hosts professional speakers and service-learning projects.³¹ The Club also teaches networking and professional skills specific to the hospitality and tourism industry.³²

EMPLOYMENT OPPORTUNITIES

As a generalized degree, the BS in Resort Recreation and Hospitality Management provides students with varied career opportunities in the “growing resort recreation, hospitality, event management, and tourism industry.”³³ Specifically, graduates have gone on to pursue careers as event planners, front desk managers, municipal recreation directors conference service managers, and resort recreation managers, among other positions.³⁴ The degree is marketed as preparing students to work in a variety of tourism and entertainment settings, which might include:³⁵

▪ Amusement/theme parks	▪ Cruise Lines	▪ Hotels
▪ Casinos	▪ Destination Campgrounds	▪ Public Recreation Agencies
▪ Country Clubs	▪ Gated Communities	▪ Ski and Golf Resorts
▪ Visitor and Convention Bureaus	▪ YMCAs	

²⁸ See: “HEMT 450 – Internship in HEMT” in “Resort, Recreation and Hospitality Management (BS).” 2014-2016 Undergraduate Catalog. Slippery Rock University.

http://catalog.sru.edu/preview_program.php?catoid=24&poid=3752&returnto=467

²⁹ “Internships.” Hospitality, Event Management and Tourism. Slippery Rock University.

<http://www.sru.edu/academics/colleges-and-departments/cob/departments/hospitality-event-management-and-tourism/internships>

³⁰ “Resort, Recreation and Hospitality Management (BS).” 2014-2016 Undergraduate Catalog, Op. cit.

³¹ “Hospitality, Event Management & Tourism,” Op. cit.

³² Ibid.

³³ Ibid.

³⁴ [1] “Resort Recreation and Hospitality Management,” Op. cit. [2] “Hospitality, Event Management and Tourism,” Op. cit.

³⁵ “Resort Recreation and Hospitality Management,” Op. cit.

Local Pennsylvania employers that have provided internship and entry-level positions to Slippery Rock graduates include:

- Upper Saint Clair Township Recreation
- Nemacolin Woodlands Resort & Spa
- Butler County Tourism
- Visit Pittsburg
- Cranberry Township Recreation

DREXEL UNIVERSITY

Drexel University, a large, four-year, private university located in Philadelphia, offers a more comprehensive set of Hospitality and Tourism Management degrees, minors, and certificates than Slippery Rock University.³⁶ Additionally, Drexel offers various programs specific to Gaming and Casino Operations.

HOSPITALITY MANAGEMENT

Drexel University offers both an onsite Bachelor of Science in Hospitality Management and a fully online Master of Science in Hospitality Management through its Center for Hospitality and Sports Management.³⁷ Both hospitality management programs are intended to prepare graduates for “leadership positions in the lodging, food service, and tourism and gaming industries.”³⁸

The **BS in Hospitality Management** is a five-year program that includes three six-month cooperative education experiences in which students combine full-time employment with coursework.³⁹ The program also features a student-run restaurant and casino training lab on campus as well as partnerships with local and international hospitality organizations.⁴⁰ As part of the degree, students specialize in one of four hospitality concentration areas and minor in one of three business areas. These options are listed in Figure 3.3 on the following page.

³⁶ [1] “Drexel University.” College Navigator. National Center for Education Statistics. <https://nces.ed.gov/collegenavigator/?q=Drexel+University&s=all&id=212054> [2] “Hospitality and Tourism Management.” Center for Hospitality and Sports Management. Drexel University.

<http://drexel.edu/hsm/academics/Hospitality-and-Tourism/>

³⁷ “Academic Overview.” Center for Hospitality and Sports Management. Drexel University. <http://drexel.edu/hsm/academics/overview/>

³⁸ “Hospitality Management.” Drexel University Undergraduate Catalog 2015-2016. <http://catalog.drexel.edu/undergraduate/centerforhospitalityandsportmanagement/hospitalitymanagement/>

³⁹ [1] “Curriculum.” BS in Hospitality Management. Drexel University. <http://drexel.edu/hsm/academics/Hospitality-and-Tourism/BS-in-Hospitality-Management/Curriculum/> [2] “Cooperative Education.” Bachelor of Science in Hospitality Management. <http://drexel.edu/hsm/academics/Hospitality-and-Tourism/BS-in-Hospitality-Management/Cooperative-Education/>

⁴⁰ “Features.” BS in Hospitality Management. Drexel University. <http://drexel.edu/hsm/academics/Hospitality-and-Tourism/BS-in-Hospitality-Management/Features/>

Figure 3.3: Drexel University BS in Hospitality Management Concentrations and Business Minors

CONCENTRATION AREAS (SELECT ONE)	BUSINESS MINORS (SELECT ONE)
<ul style="list-style-type: none"> ■ Food and Beverage Management ■ Gaming and Resort Management ■ Travel and Tourism ■ Hotel Administration 	<ul style="list-style-type: none"> ■ Business Administration ■ Marketing ■ Entrepreneurship

Source: Drexel University⁴¹

To provide students with additional flexibility, Drexel also offers the BS as a four-year option with one co-op experience, a four plus one BS/MBA combined degree, a full-time evening option, and a part-time option. The evening option is designed for students with at least one year of college experience and two years of related full-time work experience.⁴²

The **MS in Hospitality Management** is a fully online, two-year degree “ideal for industry professionals interested in rapid career advancement.”⁴³ It prepares graduates for leadership position in hotels and resorts, gaming and casino operations, convention services, or event planning.⁴⁴ Students may concentrate in either Global Tourism or Gaming and Casino Management. MS applicants are required to have a minimum undergraduate GPA of 3.0 and submit two letters of recommendation along with a resume and personal essay.⁴⁵ Figure 3.4 on the following page lists core and concentration requirements for the master’s degree.

⁴¹ “Hospitality Management.” Drexel University Undergraduate Catalog 2015-2016,” Op. cit. For complete curriculum, see: “Hospitality Management: Degree Requirements.” Drexel University Catalog 2015-2016. <http://catalog.drexel.edu/undergraduate/centerforhospitalityandsportmanagement/hospitalitymanagement/#degreerequirements>

⁴² “Hospitality Management: Program Delivery Options.” Drexel University Undergraduate Catalog 2015-2016. <http://catalog.drexel.edu/undergraduate/centerforhospitalityandsportmanagement/hospitalitymanagement/#programdelivery>

⁴³ “Curriculum.” MS in Hospitality Management. Drexel University. <http://drexel.edu/hsm/academics/Hospitality-and-Tourism/MS-in-Hospitality-Management/Curriculum/>

⁴⁴ “Career Opportunities.” Master of Science in Hospitality Management. Drexel University. <http://drexel.edu/hsm/academics/Hospitality-and-Tourism/MS-in-Hospitality-Management/Career-Opportunities/>

⁴⁵ “Hospitality Management: Admission Requirements.” Drexel University Catalog 2015-2016. <http://catalog.drexel.edu/graduate/centerforhospitalityandsportmanagement/hospitalitymanagement/#admissionrequirements>

Figure 3.4: Curriculum, MS in Hospitality Management

<i>College of Professional Studies Core Courses</i>	<i>Hospitality Management Required Courses</i>
<ul style="list-style-type: none"> ▪ Foundations in Creativity ▪ Introduction to Project Management ▪ Ethics for Professionals ▪ Research Methods & Statistics 	<ul style="list-style-type: none"> ▪ Foundations of the Hospitality Industry ▪ Customer Service for Professionals ▪ Hospitality Management Information Systems ▪ Hospitality Human Resource Management ▪ Strategic Management & Leadership in Hospitality ▪ Research Project in Hospitality Management ▪ Elective
<i>Concentrations (choose four courses from one concentration area)</i>	
Global Tourism <ul style="list-style-type: none"> ▪ Destination and Resort Management ▪ Economics of Tourism ▪ The Global Tourism System ▪ Tourism and Sustainability ▪ Tourism Development ▪ Tourism Marketing and Branding 	Gaming and Casino Management <ul style="list-style-type: none"> ▪ Destination and Resort Management ▪ Gaming Information Systems ▪ Current Issues in Gaming ▪ Casino Financial Analysis ▪ Security and Risk Management ▪ Tribal Gaming Management ▪ Casino Marketing

Source: Drexel University⁴⁶

Figure 3.5 presents recent completions for Drexel's BS and MS degrees in Hospitality Management, as reported by IPEDS.⁴⁷ Completions in Drexel's BS in Hospitality Management have generally increased over the past five years, though the program is relatively small – typically graduating between 10 and 15 students per year. The MS degree is less popular, graduating between five and 10 students per year.

Figure 3.5: Hospitality Management Completions, Drexel University, 2010-2014

Degree Level	2010	2011	2012	2013	2014	CAGR	AAC	STDEV
Bachelor's	3	10	14	12	15	49.5%	3	3
Master's	-	-	10	5	6	--	--	--

Source: IPEDS

GAMING AND CASINO OPERATIONS/MANAGEMENT

In addition to the Gaming and Resort Management and Gaming and Casino Management concentrations within the BS and MS programs, Drexel University also offers minors and certificates in Gaming and Casino Operations.

⁴⁶ "Hospitality Management: Degree Requirements." Drexel University Graduate Catalog 2015-2016. http://catalog.drexel.edu/graduate/centerforhospitalityandsportmanagement/hospitalitymanagement/#degree_requirementsmstext

⁴⁷ Drexel categories both the BS and MS in Hospitality Management under the CIP code 52.0904 (Hotel/Motel Administration/Management), see: [1] "Hospitality Management." Drexel University Graduate Catalog, Op. cit. [2] "Hospitality Management." Drexel University Undergraduate Catalog 2015-2016, Op. cit.

The **Minor in Gaming and Casino Operations** is intended for students “interested in a career in the casino industry or for existing casino employees looking to advance to higher levels of management.”⁴⁸ The 24-credit minor requires the following courses:⁴⁹

<ul style="list-style-type: none">▪ Introduction to the Hospitality Industry▪ Hotel Rooms Division Management▪ Resort Management▪ Gaming and Casino Management I & II	<ul style="list-style-type: none">▪ Gaming Legislation, Policy, and Law▪ Gaming Information Systems▪ Current Issues in Gaming
--	---

Drexel previously offered **online graduate and undergraduate certificates in Gaming and Casino Operations** as well. However, program materials indicate that as of fall 2014, students are no longer being accepted into either certificate program.⁵⁰

The **Gaming and Resort Management concentration** within Drexel’s BS in Hospitality Management provides students with similar skillsets. The 15-credit concentration is equivalent to the minor with the addition of a course in Security and Loss Prevention.⁵¹ The concentration includes practice on “live” slot machines, casino visits, and lectures from industry experts.⁵²

⁴⁸ “Minor in Gaming and Casino Operations.” Drexel University Catalog 2015-2016.

<http://drexel.edu/hsm/academics/Hospitality-and-Tourism/Minor-Gaming-and-Casino-Operations/>

⁴⁹ Ibid.

⁵⁰ For more information on the certificate programs, see: [1] “Undergraduate Certificate in Gaming and Casino Operations.” Drexel University Center for Hospitality & Sports Management.

<http://drexel.edu/hsm/academics/Hospitality-and-Tourism/Certificates-in-Gaming-and-Casino-Operations/Undergraduate%20Certificate%20in%20Gaming/> [2] “Graduate Certificate in Gaming and Casino Operations.” <http://drexel.edu/hsm/academics/Hospitality-and-Tourism/Certificates-in-Gaming-and-Casino-Operations/Graduate%20Certificate%20in%20Gaming/>

⁵¹ “Hospitality Management: Degree Requirements.” Drexel University Undergraduate Catalog 2015-2016.

<http://catalog.drexel.edu/undergraduate/centerforhospitalityandsportmanagement/hospitalitymanagement/#degreeRequirementsText>

⁵² “Concentrations: Bachelor of Science in Hospitality Management,” Op. cit.

APPENDIX: METHODOLOGY DETAILS

STUDENT DEMAND

To track trends in degree conferrals, Section I of this report presents data for the academic years ending in 2009 through 2013 as compiled by the NCES's Integrated Postsecondary Education Data System. The NCES uses a taxonomic system of numeric codes, known as the Classification of Instructional Programs (CIP), to classify higher education programs.⁵³ All institutions of higher education that receive or apply for federal funding are required to submit conferral data, sorted by award level and CIP code, to the NCES's Integrated Postsecondary Education Data System (IPEDS). Year-to-year trends in completions are analyzed in terms of compound annual growth rate (CAGR), average annual change (AAC), and standard deviation (STDEV):

- **CAGR** reflects the percentage growth that would occur each year if the same change occurred yearly between the first year and the final year. It gives an impression of a theoretical, steady growth rate.
- **AAC** is determined by calculating the average year-to-year difference. It allows for an analysis of directional trends and volume, to an extent, as CIPs with very large completion numbers and higher growth generally have larger AACs.
- **STDEV** highlights the variation or “dispersion” that exists from the AAC. It provides a metric to understand variance between the AAC and the actual year-to-year change.

An analysis of these three metrics provides insight into the magnitude of completions growth, as well as the consistency of growth over time. To avoid misrepresenting trends, the metrics are only calculated where at least five years' data are available. Note that a “0” indicates that institutions reported relevant programs but did not award degrees in a given year, whereas a “-” indicates that no institutions reported offering a relevant program in a given year.

One limitation to note is that individual institutions are able to classify academic degrees as they see fit. Although each CIP code has a distinct description, individual institutions may classify similar degree programs under different CIP codes. To mitigate this limitation, Hanover examined multiple relevant CIP categories for this report.

⁵³ “IPEDS Data Center,” Op. cit.

Figures A.1 through A.10 below present five-year bachelor's and master's degree completions trends by individual CIP code according to the groupings used in Section I.

BACHELOR'S DEGREE COMPLETIONS

NATIONAL

Figure A.1: National Food & Lodging Management Bachelor's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
12.0504 Restaurant, Culinary, and Catering Management/Manager	271	405	616	644	704	27.0%	108	71
52.0901 Hospitality Administration/Management, General	6,020	6,358	6,819	7,351	7,706	6.4%	422	79
52.0904 Hotel/Motel Administration/Management	1,909	1,962	2,042	2,158	2,088	2.3%	45	70
52.0905 Restaurant/Food Services Management	559	571	638	722	816	9.9%	64	32
52.0906 Resort Management	113	150	140	175	238	20.5%	31	26
52.0909 Hotel, Motel, and Restaurant Management	-	5	11	126	105	--	--	--
Total	8,872	9,451	10,266	11,176	11,657	7.1%	696	173

Source: IPEDS

Figure A.2: National Outdoor Recreation Bachelor's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
3.0207 Natural Resource Recreation and Tourism	-	33	57	33	62	--	--	--
31.0301 Parks, Recreation and Leisure Facilities Management, General	2,991	2,975	2,893	3,006	2,980	-0.1%	-3	71
31.0601 Outdoor Education	-	64	44	59	75	--	--	--
Total	2,991	3,072	2,994	3,098	3,117	1.0%	32	70

Source: IPEDS

Figure A.3: National Meeting and Event Planning Bachelor's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
52.0907 Meeting and Event Planning	-	287	314	337	390	--	--	--

Source: IPEDS

Figure A.4: National Casino Management Bachelor's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
52.0908 Casino Management	-	1	2	2	6	--	--	--

Source: IPEDS

PENNSYLVANIA**Figure A.5: Pennsylvania Food & Lodging Management Bachelor's Degree Conferrals, 2009-2013**

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
12.0504 Restaurant, Culinary, and Catering Management/Manager	43	51	74	75	81	17.2%	10	8
52.0901 Hospitality Administration/Management, General	301	280	280	344	284	-1.4%	-4	45
52.0904 Hotel/Motel Administration/Management	3	8	14	17	16	52.0%	3	3
52.0905 Restaurant/Food Services Management	3	10	14	10	15	49.5%	3	4
52.0906 Resort Management	-	-	-	-	5	--	--	--
52.0909 Hotel, Motel, and Restaurant Management	-	-	1	-	-	--	--	--
Total	350	349	383	446	401	3.5%	13	40

Source: IPEDS

Figure A.6: Pennsylvania Outdoor Recreation Bachelor's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
3.0207 Natural Resource Recreation and Tourism	-	-	-	-	-	--	--	--
31.0301 Parks, Recreation and Leisure Facilities Management, General	299	319	310	391	324	2.0%	6	53
31.0601 Outdoor Education	-	-	-	-	0	--	--	--
Total	299	319	310	391	324	2.0%	6	53

Source: IPEDS

*No Pennsylvania institution reported completions in either Meeting and Event Planning (CIP 52.0907) or Casino Management (CIP 52.0908) during the 2009 to 2013 time period.

MASTER'S DEGREE COMPLETIONS

NATIONAL

Figure A.7: Food & Lodging Management Master's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
52.0901 Hospitality Administration/Management, General	279	314	413	430	468	13.8%	47	31
52.0904 Hotel/Motel Administration/Management	120	143	118	108	127	1.4%	2	20
52.0905 Restaurant/Food Services Management	1	2	-	-	2	--	--	--
Total	400	459	531	538	597	10.5%	49	25

Source: IPEDS

Figure A.8: Outdoor Recreation Master's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
3.0207 Natural Resource Recreation and Tourism	-	-	-	-	7	--	--	--
31.0301 Parks, Recreation and Leisure Facilities Management, General	287	279	379	427	432	10.8%	36	42
31.0601 Outdoor Education	-	22	28	28	31	--	--	--
Total	287	301	407	455	470	13.1%	46	37

Source: IPEDS

*No institution reported completions in either Meeting and Event Planning (CIP 52.0907) or Casino Management (CIP 52.0908) during the 2009 to 2013 time period.

PENNSYLVANIA

Figure A.9: Pennsylvania Food & Lodging Management Master's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
12.0504 Restaurant, Culinary, and Catering Management/Manager	-	-	-	-	-	--	--	--
52.0901 Hospitality Administration/Management, General	8	12	11	18	13	12.9%	1	5
52.0904 Hotel/Motel Administration/Management	-	-	-	10	5	--	--	--
52.0905 Restaurant/Food Services Management	-	-	-	-	-	--	--	--
52.0906 Resort Management	-	-	-	-	-	--	--	--
52.0909 Hotel, Motel, and Restaurant Management	-	-	-	-	-	--	--	--
Total	8	12	11	28	18	22.5%	3	10

Source: IPEDS

Figure A.10: Pennsylvania Outdoor Recreation Master's Degree Conferrals, 2009-2013

CIP CODE	2009	2010	2011	2012	2013	CAGR	AAC	STDEV
3.0207 Natural Resource Recreation and Tourism	-	-	-	-	-	--	--	--
31.0301 Parks, Recreation and Leisure Facilities Management, General	16	18	45	51	32	18.9%	4	16
31.0601 Outdoor Education	-	-	-	-	-	--	--	--
Total	16	18	45	51	32	18.9%	4	16

Source: IPEDS

*No Pennsylvania institution reported completions in either Meeting and Event Planning (CIP 52.0907) or Casino Management (CIP 52.0908) during the 2009 to 2013 time period.

LABOR MARKET DEMAND

The Bureau of Labor Statistics (BLS) and state departments of labor follow a similar classification process to that of the NCES and its CIP codes. Just as CIP codes identify particular types of degree programs, Standard Occupational Classification (SOC) codes identify particular occupations. When constructing labor market assessments, Hanover uses the CIP-SOC Crosswalk, provided by the NCES⁵⁴, to identify SOC codes related to the academic fields of interest. Using this method, Hanover identified several occupational

⁵⁴ "Resources: 2000-2010 CIP Conversion." National Center for Education Statistics. <http://nces.ed.gov/ipeds/cipcode/resources.aspx?y=55>

classifications for graduates with degrees in food and lodging; meeting and event planning; and casino management. Hanover also included the SOC codes most closely aligned to outdoor recreation and ecotourism. Note, that Hanover excluded occupations for which less than 20 percent of current workers hold bachelor's are master's degrees. A full list of the SOC codes analyzed in Section II of this report, along with definitions, is provided in Figure A.11.

Figure A.11: SOC Titles and Descriptions

SOC CODE	SOC TITLE	DESCRIPTION
11.9051	Food Service Managers	Plan, direct, or coordinate activities of an organization or department that serves food and beverages. Excludes "Chefs and Head Cooks." (e.g., food service director, banquet director, tavern operator)
11.9071	Gaming Managers	Plan, direct, or coordinate gaming operations in a casino. May formulate house rules. (e.g., table games manager, slot operations director, casino manager)
11.9081	Lodging Managers	Plan, direct, or coordinate activities of an organization or department that provides lodging and other accommodations. (e.g., hotel manager, innkeeper, bed and breakfast innkeeper)
13.1121	Meeting, Convention, and Event Planners	Coordinate activities of staff, convention personnel, or clients to make arrangements for group meetings, events, or conventions. (e.g., conference planner, wedding planner, corporate meeting planner)
39.1011	Gaming Supervisors	Supervise and coordinate activities of workers in assigned gaming areas. Circulate among tables and observe operations. Ensure that stations and games are covered for each shift. May explain and interpret operating rules of house to patrons. May plan and organize activities and services for guests in hotels/casinos. May address service complaints. Excludes "Slot Supervisors." (e.g., table games supervisor, pit boss, cardroom supervisor).
39.7012	Travel Guides	Plan, organize, and conduct long distance travel, tours, and expeditions for individuals and groups. (e.g., river expedition guide, cruise director)
39.9032	Recreation Workers	Conduct recreation activities with groups in public, private, or volunteer agencies or recreation facilities. Organize and promote activities, such as arts and crafts, sports, games, music, dramatics, social recreation, camping, and hobbies, taking into account the needs and interests of individual members. (e.g., activities aid, camp counselor)

Source: BLS

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