

University of Florida
College of Health and Human Performance
Department of Tourism, Recreation and Sport Management

SPM 4104 – Sport Facility Design and Management
Spring 2020 (3 credit hours) Section 0324

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Office Hours: T 8:30 – 10:30 am
Th 8:30 – 10:30 am

Class Meets: M W F 9:35 am – 10:25 am in room 210 Florida Gym

Chairperson

Dr. Michael Sagas
Department of Tourism, Recreation and Sport Management
300 Florida Gym
<http://www.hhp.ufl.edu/rpt/>

Honor Code

We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.

“The university requires all members of its community to be honest in all endeavors. A fundamental principle is that the whole process of learning and pursuit of knowledge are diminished by cheating, plagiarism and other acts of academic dishonesty.”

Course overview:

Class meets Mondays, Wednesdays and Fridays and consists of lectures, discussions, and possible presentations from guest speakers.

Course Description:

SPM 4104 will provide the student with a basic understanding of the management process as it relates to the use and provision of sport facilities. Topics and discussions will include management theories and strategies, legal implications, financial management, evaluation, and contemporary issues related to the construction and operation of traditional and unique facilities.

Examples will address issues and concepts to be considered from a practitioner's perspective. As available, guest lecturers involved in facility management may share their perspectives and management strategies.

Course Objectives:

1. To understand employee motivational issues. (8.31)
2. To develop a responsibility within the student to support and foster professionalism and professional organizations. (8.09)
3. To encourage students to use all available human, community and natural resources to promote and foster recreation and leisure services. (8.05, 8.10, 8.20)
4. To develop a keen awareness of the professional's responsibility to provide opportunities for all populations, settings and services. (8.02, 8.24)
5. To develop viable programs, facilities and services to serve every lifestyle and/or individual's leisure need throughout the human life span. (8.13, 8.18)
6. To develop an understanding and knowledge of the principles and procedures necessary to design areas and facilities to enhance full participation by all constituents. (8.23, 8.24, 8.27)
7. To understand and explain the management process, including concepts of organizational behavior, accountability, evaluation, interpersonal relationships and decision making strategies. (8.30, 8.31)
8. To develop an understanding of all principles and procedures necessary for the operation and maintenance of leisure service resources, areas and facilities. (8.06, 8.32)
9. To develop communication skills and public relations programs that will enhance the operation of the facility. (8.15, 8.34)
10. To develop a knowledge and understanding of the manager's responsibility related to all legal aspects of the facility operation.
11. To develop an understanding of risk management systems that will protect visitors, staff and the sport facility.

Recommended Text:

Fried, Gil (2015). *Managing Sport Facilities*, Champaign, IL, Human Kinetics Publishing.

Please note that assignments will be collected in class. Attendance and your involvement in the discussions are a critical component of the course. The student will need to adhere to assignment deadlines (late assignments will result in a minimum deduction of 10-points).

Course Evaluation:

There are **500 total points** for the class. The class will be graded based upon the following items.

Written Exams (2) 100 point exams	200
Website Project	100
Group Project	120

- **100 points** based on the individual student’s contributions
 - 20 points correlated to the individual student’s oral class presentation
 - 80 points correlated to the individual student’s written component of the project

Group contributions to the final project: **20 points**

- 10 points based upon the group’s final product/presentation
- 5 points based upon the group’s one-page handout
- 5 points based upon the group’s two-page outline of the project

Video reviews (3 @ 10 points each) 30

In-class quizzes and assignments (5) 50 (will be unannounced)

Canvas will be used to post all grades, the syllabus and the notes/projects for the class, with the final grade assigned according to the following grading scale:

A	=	465 - 500.00
A-	=	450 - 464.99
B+	=	435 - 449.99
B	=	415 - 434.99
B-	=	400 - 414.99
C+	=	385 - 399.99
C	=	365 - 384.99
C-	=	350 - 364.99
D+	=	335 - 349.99
D	=	315 - 334.99
D-	=	300 - 314.99
E	=	Below 300 points

Final grade notification will be provided by the University Registrar’s Office via the final grade report, however the instructor will provide periodic grade updates throughout the term.

Each student is required to complete a website project. **DUE February 5th**

The Website Project includes the review of three (3) sport facility websites. Each student will be asked to review 3 different websites related to a similar sport facility (All the facilities should provide consistent products/services... Example: **Tennis facility**). Students are expected to provide pertinent details to thoroughly evaluate the organizational website with intent to make a business decision (the decision may be a rental, purchase, or another related business deal).

Students are required to submit an on-line copy of the first page of each website (one page for each site) as well as a 3-page summary report which discusses the pros and cons of the website. Students are asked to consider yourself a potential customer ready to conduct business and then be able to determine if enough information is provided for you to make an informed consumer decision after evaluating the value of the product/service provided based specifically on the website. (Knowledge obtained through personal visits or knowing the leadership should not be factored in your final decision)

Page 1 should include an introduction of the project and describe why you have decided to research the topic

Page 2 is a screen shot of the 1st website

Page 3 is a summary of the pros and cons related to website 1

Page 4 is a screen shot of the 2nd website

Page 5 is a summary of the pros and cons related to website 2

Page 6 is a screen shot of the 3rd website

Page 7 is a summary of the pros and cons related to website 3

Page 8 is a summary of the 3 websites and the recommendation you would make to your supervisor if you planned to conduct business with this organization. You may use bulleted points to supplement the narrative support. The assignment will be submitted electronically but hard copies are also welcomed.

Please keep in mind that the PRIMARY purpose of this assignment is to make a business decision (which company you intend to work with) based upon specific variables you deem important. The website design, layout and color schemes may influence the decision, but the review should be based upon the business decision rather than the features of the website.

Grading Rubric for the Website project:

100 total points

- 20 points for the introduction of researched topic
- 5 points for a copy of website 1
- 15 points for the summary of the pros and cons of the website 1
- 5 points for a copy of website 2
- 15 points for the summary of the pros and cons of the website 2
- 5 points for a copy of website 3
- 15 points for the summary of the pros and cons of the website 3

- 20 points for the summary analysis of the research topic and student's selection/recommendation to conduct business with the preferred website/organization

The Group Project involves a formal, multi-media presentation, with a typed handout for all class members plus a typed double spaced bound copy (approximate length 12-13 pages; 15 pages max); due at the beginning of class on the date scheduled. Papers turned in after that time are considered late and result in a deduction of 5 points if submitted that day and 10 additional points for each day the submission is late.

In order to validate the efforts of all group members, the group project will be completed collectively yet graded as individual work (83%) and as group work (17%). All members of the group are required to secure 2 professional references (one can be a personal contact) as well as prepare their portion of the group assignment. Please note: all papers submitted must be formatted similarly (same text and spacing, etc. for all contributing authors). As the Faculty member, Dr. DeMichele is available to help the students divide responsibilities if the group members cannot agree to proportional distribution. It is recommended that 2 group members work on the budget specifically but all members should contribute financial information.

In addition to supplying the instructor with a bound copy, all group presentation materials (PowerPoint slides, handout, and reference list) and ONE completed paper must also be sent to the instructor as an electronic attachment (Canvas). Failure to do so will result in a ten-point penalty. Projects will be **DUE March 29th** and assigned in class.

The group project will require the students to construct or renovate (group's choice) a sport facility (budget \$10 - \$20 million dollars) which will include acquisition of land, design and construction of the facility, and all related items associated with the new facility (maintenance, operation, staffing, equipment, utilities, marketing, revenue generation and security).

Each student will be grouped with 3, 4 or 5 other classmates for participation in the group project. To ensure that the class presentations are different and unique, the group will be asked to submit a proposal to the instructor by **January 31st**. Each project must be approved before the group is permitted to move forward.

Group Project Guidelines

The purpose of this project is to creatively prepare a condensed business proposal (12-15 page document) that will be used to demonstrate the viability of the sport management facility (new construction and/or renovation) through the initiation of the business and for one fiscal year. Within the project, the group should include each of the items listed below, as well as construction costs required to build/renovate the facility (use the figure \$300/square foot for basic construction and \$400/square foot for specialty construction if you are unable to secure

more accurate pricing). Students may assume the capital budget and operating budget is supported by bank loan (\$10 Million to \$20 Million total budget) and/or support from the owners/investors. Although the goal is to generate a profit, the business may likely have a deficit in year one.

As you design the Sport Facility, your group can choose to serve as paid consultants and offer a recommendation to the ownership OR your group may assume the role as owners of the company.

Regardless of your choice, your group will be required to secure property in your assigned town, discuss funding for the project via a bank loan or issued bond, and then discuss how your group collected data to make informed decisions. Most projects will require the involvement of external professional consulting firms. Each group is encouraged to include personal experiences, information learned in other classes, and creative ideas within the assignment, however, this project is expected to be original. Group projects from other courses may be referenced but the group assigned in SPM 4104 is responsible for the final product. Each project should include the items listed below as well:

A minimum of 2 professional references per author (documented data/information or information secured by contacting professionals in the field is expected)

Identify how the new facility will positively **impact the business community** in the area and why the proposed business is necessary in the community

Identify the **impact the project will have on the users/customers and neighbors** (traffic, noise, staging area, etc.)

Include the **immediate impact and anticipated long-term impact** projections for the local competition (competing businesses)

Procure and **hire staff and secure the management team** needed to operate a successful business

Discuss a **risk management plan** for the facility; considering both visitors and employees-

Discuss the **promotional strategy** to market your concept and facility

Include a **detailed budget** (construction costs, operational expenses, etc. as well as realistic anticipated revenue through the first operational cycle). Use a line-item Excel budget to highlight finances. (approx. 3 pages)

As a component of the final project, students are required to research 3 similar projects to the one assigned and **include a photo from each project** (website or resource) in the final document. The photo should help the reader better understand how the final product will appear upon completion.

The final written version should be a minimum of 12 pages and not exceed 15 pages (groups may include up to 5 addendum pages)

During the class presentation, it is expected that each member of the group will speak a minimum of 3 minutes and that every member of the group will contribute an equal percentage of work (students are encouraged to split up the project elements equally but feel free to contact Dr. DeMichele if your group is unable to equally distribute the required and/or other components of the project). If the percentage of work contributed among individual members appears to be skewed, students should note the individual contributions and share any concerns with Dr. DeMichele as soon as possible. Should a member fail to contribute their fair share, as noted/validated by a majority of the group, the individual's project grade will be reduced according to their contributions (from zero to partial credit).

Presentations should involve multi-media (PowerPoint, video, pictures, Prezi, etc.) Should be emailed to Dr. DeMichele demiche@hhp.ufl.edu at least 24 hours prior to your group presentation (groups are encouraged to make adjustments to the final presentation through the presentation date).

A one-page handout (approximately 60 copies), highlighting the project concept, is to be distributed to each class member. The handout is not due until the presentation date.

Grading Rubric for the Group Project: **120 total points**

- The final hard copy document (one combined project) will be evaluated based upon individual contributions and group contributions. (An electronic submission is required on Canvas as well to validate submission of the project by the due date)
 - Individual student contribution to the final project; **100 points**
 - 20 points correlated to the individual student's oral class presentation
 - 80 points correlated to the individual student's written component of the project

Each group member's individual presentation to the class (minimum 3 minutes)

Students need to place their name in **bold** at the beginning of their segment of the project, otherwise the project should flow as one document (same font style/type set)

- Group contributions to the final project: **20 points**
 - 10 points based upon the group's final product/presentation
 - 5 points based upon the group's one-page handout
 - 5 points based upon group's two-page outline of the project
- Please send the electronic presentation (one copy only, not one from every student in the group) sent to Dr. DeMichele's email 24 hours prior to the presentation date

The bound copy of the project will need to include the elements noted above, however groups are encouraged to present a business proposal that best represents their business approach.

In-class time will be provided during the semester to allow for group interaction with the instructor.

Class Attendance:

Class attendance will not be taken daily, however each student is expected to attend class, share in discussions, as well as express ideas and opinions relevant to the topics presented throughout the course. Although daily attendance is not mandatory, in-class exercises completed individually or as a participant within a group will be collected five times throughout the term. There are no provisions for making up in-class assignments.

Special needs:

If any student has a need for a special accommodation, please advise the instructor by the third class.

Exams:

Exams will be developed from the textbook readings, class assignments and lecture material. Students are expected to take the exams as scheduled. Exceptions will be made only for documented illnesses, death in the family and official university activities. Unexcused absences for an examination will result in a score of 0 (zero) for that exam.

Classroom guidelines:

For the purpose of name recognition and class communication, students are asked to submit a photo on-line (Canvas site) and/or stop by during office hours to introduce yourself.

It is expected that all students arrive, on time, prepared for class and that all cellular phones and Internet connections are turned off during class unless students are invited to use the computer for facility research (portable computers/phones are not to be used for class unless you have note taking permission from the ADA Office or sit in the front row/s). Reading the newspaper or disrupting the class will not be tolerated. Eating in class is against HHP policies. If at any time you feel the need for assistance and/or information concerning the course, see Dr. D. as soon as possible.

Guest speakers may be scheduled to supplement the class schedule, however, students are expected to attend all classes.

There will be 5 unannounced in-class assignments which will be collected in class (each in-class assignment is worth 10 points).

Video reviews: Students are asked to review (3) videos and then submit their response on Canvas complete with 5 descriptive takeaways from the video (2 points each).

ADA video review is due January 15th

UAA Construction projects video review is due February 19th

March Madness Director video review is due March 25th

SPRING 2020

TENTATIVE CLASS SCHEDULE

January 6

Course Introduction

January 8	Christina Ramos (Orange Bowl Committee)
January 10	History of Sport and Public Assembly Facilities Chapter 1
January 13	UF Athletic Facility projects
January 15	ADA Video (Submit review on Canvas) https://mediasite.video.ufl.edu/Mediasite/Play/8080618f80b249fcb6e8bc98aafec2aa1d
January 17	Group project overviews
January 20	MLK Holiday (No Class)
January 22	Facility Management Chapter 2
January 24	Management Theory and Human Resources Chapter 3
January 27	Facility Planning Chapter 4
January 29	Group project work day
January 31	Coach Walton Video Group Project Proposal due
February 3	David Lucier – Assoc. Director: UF Law School

February 5

Website Project due

Facility Site and Design
Chapter 5

February 7

Facility Construction
Chapter 6

February 10

Group project day (on your own)

February 12

Facility Systems
Chapter 7

February 14

Guest Speaker (Jeremy Foley; Previous UF AD)

February 17	Operations Chapter 8
February 19	No class Bill Smith (UAA Construction projects video) Submit review on Canvas https://mediasite.video.ufl.edu/Mediasite/Play/0c2bf4768f1042b9ad6c259c3048e5961d
February 21	Facility Maintenance Chapter 9
February 24	Marketing and Sales Chapter 10
February 26	Mid-term exam
February 28	Group project work day
March 2 – 8	Spring Break
March 9	Group project work day
March 11	Finance and Budgeting Chapter 11
March 13	Legal Responsibilities Chapter 12
March 16	Group project work day
March 18	Implementing a Security Plan Chapter 13
March 20	Group project work day
March 23	Event Management Chapter 14
March 25	Group Project work day (on your own)
March 27	Review March Madness Director Video Submit review on Canvas https://mediasite.video.ufl.edu/Mediasite/Play/323278fdbfd4886a0c9c6b3862e76341d

March 30

Group Project Due / first presentation

April 1 Group Projects

April 3 Group Projects

April 5 Group Projects

April 8 Group Projects

April 10 Group Projects

April 12 Group Projects

April 15 Group Projects

April 17 Group Projects

April 19 Group Projects

April 22 **Second Exam**

Please note that the evaluation of individual group projects will provide interactive conversation to help students delivering the presentation as well as students attending the presentation. Group projects are designed to capture a variety of issues and elements related to the construction, management and oversight of unique sport facilities found in the sport world. Students who are interested to learn about a particular topic should share their topic with the instructor. We have had students request to construct unique sport facilities (skate parks, bowling centers, snow ski half pipe facility, race track, as well as mini golf and golf ranges to name a few) and those requests have been accommodated. For example, a local baseball training center facility was designed in this class over 10 years ago and the business is very active in the Gainesville community today.

The syllabus provides a tentative schedule for the fall term, however changes to the schedule may be made during class. Students are encouraged to attend every class.

Copyright Statement:

The materials used in this course are copyrighted. The content presented is the property of UF and may not be duplicated in any format without permission from the College of Health and Human Performance and UF, and may not be used for any commercial purposes. Content includes but is not limited to syllabi, quizzes, exams, lab problems, in-class materials, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have

the right to copy the handouts, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.

“Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.”

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

It is important to the learning environment that you feel welcome and safe in this class; and that you are comfortable participating in class discussions and communicating with me on any issues related to the class. If your preferred name is not the name listed on the official UF roll, please let me know as soon as possible by e-mail or otherwise. I would like to acknowledge your preferred name, and pronouns that reflect your identity. Please let me know how you would like to be addressed in class, if your name and pronouns are not reflected by your UF-rostered name. I welcome you to the class and look forward to a rewarding learning adventure together.

You may also change your “Display Name” in Canvas. Canvas uses the “Display Name” as set in myUFL. The Display Name is what you want people to see in the UF Directory, such as “Ally” instead of “Allison.” To update your display name, go to one.ufl.edu, click on the dropdown at the top right, and select “Directory Profile.” Click “Edit” on the right of the name panel, uncheck “Use my legal name” under “Display Name,” update how you wish your name to be displayed, and click “Submit” at the bottom. This change may take up to 24 hours to appear in Canvas. This does not change your legal name for official UF records.