

The Racquets Directorship

SPM5936 | Section 17602 | 3 Credits | Spring 2026

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Course Info

INSTRUCTORS

PROGRAM DIRECTOR: **Kim Bastable, M.Ed, RSPA, PTR, PadelMBA**

Professor of Practice and Director of
Professional Racquets Management
Department of Sport Management;
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ADJUNCT PROFESSORS: **Doug Cash**, industry consultant, CashFlowTennis
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OFFICE HOURS

By appointment

MEETING TIME/LOCATION

COURSE WEBSITE: elearning.ufl.edu

COURSE DESCRIPTION

This course will provide students with an in-depth understanding and knowledge of the skills necessary for running a multi-court/multi-sport racquets program at clubs or public facilities. Students will learn the fundamentals of hiring, culture building, overall human capital management, budgeting, and leadership communication that the Director of Racquet Sports position involves.

PREREQUISITE KNOWLEDGE AND SKILLS

SPM 6905: The Racquets Industry is the prerequisite for this course.
SPM 5309 Sport Marketing and SPM 5506 Sport Finance are recommended.
A working knowledge of basic Excel skill is also required.

REQUIRED AND RECOMMENDED MATERIALS

Required Text: Culture Wins By William VanderBloemen

Vanderbloemen, B. W. (2018). *Culture Wins: The roadmap to an irresistible workplace*. New York: Savio Republic. ISBN-10: 1682615235

COURSE OVERVIEW

This course equips current and aspiring racquet sports leaders with the tools and strategies to excel in both people and operations management. Participants will learn how to foster a culture of leadership grounded in care, collaboration, and well-being while creating workplace environments that prioritize empathy, development, and employee engagement. Emphasis is placed on fair labor practices, effective recruitment, and staff empowerment to build high-performing teams.

Through a focus on emotional intelligence, students will strengthen their communication, trust-building, and conflict-navigation skills to enhance team dynamics. The course also provides practical training in financial management, including budgeting, compensation strategies, and presenting proposals with confidence. Additionally, participants will explore how to deliver exceptional experiences that drive customer delight and loyalty, as well as adopt tools to monitor and respond to customer sentiment effectively.

By the end of the end of the course/program, graduates will not only gain expertise in leadership, team development, financial management, and customer engagement, but — when combined with the course in facilities, operations, racquet sports programming, marketing, and sales — they will leave with a complete and industry-specific toolkit to confidently direct and elevate racquet facilities and clubs.

This course, as well as the first course, SPM 6905 The Racquets Industry, are supported by and recognized by the US Tennis Association as a part of its USTA Coaching program.

RSPA (Racquet Sports Professionals Association) and PTR (Professional Tennis Registry) will also grant education credits and the status of “Certified Director of Racquet Sports” if other qualifications are met, to students who successfully complete the program with grades of 70% or better on the final exam and on project submissions.

COURSE LEARNING OBJECTIVES:

Upon completion of this class, students should be able to:

1. Lead with Purpose and Emotional Intelligence – Strengthen self-awareness, empathy, and adaptability to inspire and guide others effectively.
2. Build Positive, High-Performing Cultures – Create workplaces that value trust, teamwork, and employee growth.
3. Manage with Financial and Strategic Insight – Apply budgeting, planning, and compensation principles to run successful racquet-sport operations.
4. Deliver Outstanding Member Experiences – Design programs and interactions that foster loyalty, connection, and lasting impact.

Course & University Policies

PERSONAL CONDUCT POLICY

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." [The Honor Code](#) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

LATE SUBMISSION AND EXAM MAKE-UP POLICY

The assignments will be used to assess the student's academic standing in this course. Failure to make prior arrangements may result in rejection of work submitted late as rescheduling/accepting assignments is at the discretion of the instructor. All assignments are due by 11:59pm EST on the date listed in the schedule. **Late assignments will be accepted. However, they will be graded down 10% each day late, up to 7 days unless the student has an excused absence as defined by [university policies](#). Assignments more than 7 days late will receive a 0 unless arrangements are agreed upon with the instructor within one week of the assignment due date.**

Requirements for class attendance and make-up exams, assignments, and other work are consistent with [university policies](#).

ACCOMMODATING STUDENTS WITH DISABILITIES

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the [Disability Resource Center](#). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

COURSE EVALUATIONS

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at [Providing Constructive Feedback](#). Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under [GatorEvals](#). Summaries of course evaluation results are available to students at [Public Results](#).

Assignments and Grading

40% - Problem-based projects

Four assignments = 250 points

4 projects based on situational challenges that a Director of Racquets Sports would face in reality. Students will be graded on their ability to communicate an actionable solution. Grades will be based on the rubric provided.

25% - Yellow Dig Discussion submission & participation

One semester-long discussion board on YellowDig; one introduction post = 150 points plus one introductory post

Throughout the semester, students will be required to be active in submitting content and comments about relevant topics on YellowDig, a social media- type, class-focused platform. This conversation creates networking opportunities and learning. Students will be graded based on the number of points they accumulate

16% - Quizzes

5 Module quizzes = 100 points

Module quizzes will assess major concepts taught in the course to gauge content comprehension and application.

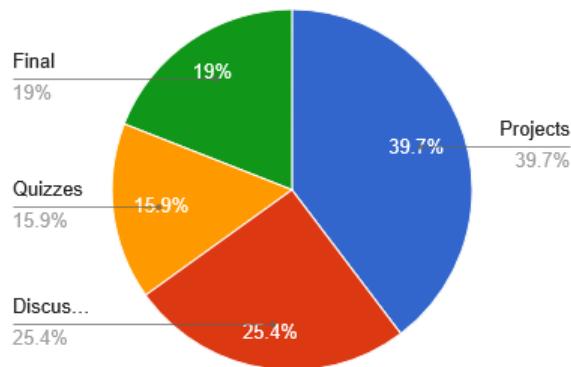
19% - Final Exam

One cumulative 60-question final = 120 points

A 60-question multiple choice exam covering class content. The exam will be proctored by Honorlock.

GRADING SCALE

SPM 5936 The Racquets Directorship



Problem-based projects	250
Discussions	160
Quizzes	100
Final	120
	630

A	= 100-93	C(S)	= 76.99-73
A-	= 92.99-90	C-(U)	= 72.99-70
B+	= 89.99-87	D+	= 69.99-67
B	= 86.99-83	D	= 66.99-63
B-	= 82.99-80	D-	= 62.99-60
C+	= 79.99-77	E	= 59.99-0

More detailed information regarding current UF grading policies can be found in the [UF Graduate Catalog](#).

Weekly Course Schedule

MODULE #	MODULE TOPIC	ASSESSMENTS REQUIRED	POINT VALUE	DUEDATE
1	Personal Leadership	PROJECT: Personal Leadership Action Plan	40	1/26
(3 lessons over 2 weeks)		Introduce yourself - discussion	10	1/19
		Module 1 quiz	20	1/26
		Yellow Dig Discussion participation begins – <i>this is a continuation of the discussion from SPM 6905</i>		
2	Leadership and Culture Building	Module 2 Quiz	20	2/16
(4 lessons over 3 weeks)		Yellow Dig Discussion continues		
		PROJECT: Culture Building (choose 1 of 2 options)	50	2/16
3	Management, Communication and Decision Making	Yellow Dig discussion continues		
(3 lessons over 2 weeks)		Module 3 quiz	20	3/2
		PROJECT: “Managing Difficult Conversations”	40	3/2
4	Finance and Accounting	Module 4 quiz	20	3/30
(4 lessons over 4 weeks)		YellowDig discussion continues		
		PROJECT: Finance assignment	50	3/30
5	Customer and Member Experience	PROJECT: Memorable Moments	70	4/20
(3 lessons over 3 weeks)		YellowDig discussion continues		
		Module 5 Quiz	20	4/20
Final	Final Exam	60 questions	120	
Ongoing -- Throughout the course	Yellow Dig Discussions	Submissions of your desire on YellowDig – consider this as “class participation”	150	4/24
		TOTAL POINTS AVAILABLE FOR CLASS	630	

Getting Help

HEALTH & WELLNESS

- [U Matter, We Care](#): If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575
- [Counseling and Wellness Center](#), 352-392-1575
- Sexual Assault Recovery Services (SARS) - Student Health Care Center, 392-1161
- [University Police Department](#), 392-1111 (or 9-1-1 for emergencies)

ACADEMIC RESOURCES

- [E-learning technical support](#), 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.
- [Career Connections Center](#), Reitz Union, 392-1601. Career assistance and counseling.
- [Library Support](#), various ways to receive assistance with respect to using the libraries or finding resources.
- [Teaching Center](#), Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.
- [Writing Studio](#), 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.
- [Student Complaints On-Campus](#) or [On-Line Students Complaints](#):