

# Sports Operations and Facility Management

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SPM4104 | Class #14599 | 3 Credits | Spring 2026

## Course Info

<b>INSTRUCTOR</b>	<b>David C. Lucier, Ph.D.</b> Office: 302 FLG Office Phone: 352-846-3455 Email: <a href="mailto:dlucier@ufl.edu">dlucier@ufl.edu</a> Preferred Method of Contact: Email through Canvas
<b>OFFICE HOURS</b>	T/R 10:30am to 11:30am, W 9:30am to 10:30am or by appointment
<b>MEETING TIME/LOCATION</b>	FLG 230 MWF period 4

## COURSE DESCRIPTION

This course provides a basic understanding of the management process as it relates to the use and provision of sport facilities. Topics and discussion will include management theories and strategies, legal implications, financial management, evaluation, and contemporary issues related to the operation of traditional and unique facilities.

## REQUIRED AND RECOMMENDED MATERIALS

Recommended Textbook:

Petersen, J., Judge, L., & Miller, J. (2017). *Facility and Event Management: Applications in Sport*. Kendall Hunt Publishing. ISBN: 9781465285942

Other material for this course will be provided to you. This includes required readings, case studies, multimedia resources, and access to specialized software where applicable. You are encouraged to utilize these resources extensively to enhance your learning experience. Additional recommended materials, which may offer further insights into the course topics, will be made available throughout the semester.

***Instructional materials for this course consist of only those materials specifically reviewed, selected, and assigned by the instructor(s). The instructor(s) is only responsible for these instructional materials.***

## **COURSE FORMAT**

Attendance is expected at all classes. Professional behavior is also expected, and please be considerate of others by not talking during lectures. Please silence all ringers or alarms prior to class. All electronic devices are to be used for class purposes only (e.g. taking notes). If you must answer a call or attend to non-class matters, please quietly step outside so as not to distract anyone else.

Most weeks, we'll meet twice for lectures to provide an overview and key points of the topics covered that week. The primary purpose of the lectures is to introduce the topic and set the stage for your readings, assignments, and class discussions where you'll further explore and learn about the topics. In addition, guest speakers will be scheduled throughout the semester to provide insight into their experiences in various aspects of the industry. We will utilize Friday class time as dedicated time for you to work on your group project and assignments, or to meet with the instructor.

You are asked to come to class prepared to engage in discussion surrounding course material, assignments, and the application of course concepts to current events.

## **COURSE LEARNING OBJECTIVES**

At the completion of this course, you will be expected to:

- Identify the roles and responsibilities pertinent to professionalism within sports facility management and operations
- Recognize the ethical obligations to provide accessible and equitable sports programs and services
- Apply knowledge of sports facility operations to enhance user experience and ensure compliance with industry standards
- Analyze the processes involved in sports facility management, including organizational behavior, accountability mechanisms, and evaluation techniques
- Evaluate the effectiveness of communication strategies and public relations efforts in the operation of a sports facility
- Assess risk management protocols to protect patrons, staff, and the integrity of the sports facility
- Design management strategies that address the legal and ethical aspects of sports facility operations
- Develop a comprehensive plan that includes management responsibilities for the funding, construction, opening, and operations of sports facilities
- Create decision-making frameworks that incorporate interpersonal relationships and strategic planning for sports facility management/operations
- Integrate artificial intelligence tools and data analysis methods to optimize operations, enhance the decision-making process, and forecast trends in sports facility management
- Synthesize information from AI-drive analytics to improve facility scheduling, maintenance, and customer service, ensuring a data-informed approach to facility operations

- Demonstrate an understanding of artificial intelligence and natural language processing principles by training chatbots as resource repositories that support course assessments

## Course & University Policies

<https://go.ufl.edu/syllabuspolicies>

### ATTENDANCE

Requirements for class attendance and make-up exams, assignments, and other work in the course are consistent with university policies. See [UF Academic Regulations and Policies](#) for more information regarding the University Attendance Policies.

### PERSONAL CONDUCT & ACADEMIC INTEGRITY

University of Florida students are bound by the Honor Pledge. On all work submitted for credit by a student, the following pledge is required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The [Student Honor Code and Conduct Code \(Regulation 4.040\)](#) specifies a number of behaviors that are in violation of this code, as well as the process for reported allegations and sanctions that may be implemented. All potential violations of the code will be reported to Student Conduct and Conflict Resolution. If a student is found responsible for an Honor Code violation in this course, the instructor will enter a Grade Adjustment sanction which may be up to or including failure of the course.

### APPROPRIATE USE OF AI TECHNOLOGY

The UF Honor Code strictly prohibits [cheating](#). The use of any materials or resources prepared by another person or Entity (inclusive of generative AI tools, unless otherwise specified by the assignment) without the other person or Entity’s express consent or without proper attribution to the other person or Entity is considered *cheating*. Additionally, the use of any materials or resources, through any medium, which the Faculty / Instructor has not given express permission to use and that may confer an academic benefit to a student, constitutes *cheating*.

In some instances within this course, the use of AI tools will facilitate student development of skills and knowledge acquisition within the stated learning objectives. However, in other components, the use of any AI enabled tool in this course substantially compromises the student’s ability to achieve the stated learning objectives. Each assignment and assessment will include a statement clarifying acceptable AI use for that respective learning assessment. When students opt to leverage AI tools to augment their submitted products, they will be expected to appropriately cite the tool(s) utilized. Further, students will be held accountable under the scope of the UF Student Honor Code & Conduct Code for the content of all work they submit (including the portions that may have been produced in part or whole by an external Entity—inclusive of AI). Thus, students should engage in active editorial and underwriting efforts to ensure the totality of the work submitted reflects their intentions and ethical values.

## IN-CLASS RECORDING

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor. You may find more information here: <https://aa.ufl.edu/policies/in-class-recording/>

## ASSIGNMENT MAKE-UP POLICY

Requirements for class attendance and make-up exams, assignments, and other work in the course are consistent with university policies. Any student who is absent from class or misses any required class-related activity, including assignments or exams, due to illness should contact the instructor as early as possible prior to the missed class or activity and provide documentation to verify illness. See [UF Academic Regulations and Policies](#) for more information regarding the University Attendance 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 by visiting their Get Started page at <https://disability.ufl.edu/students/get-started/>. 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. Students can complete evaluations in three ways: (1) The email they receive from GatorEvals, (2) Their Canvas course menu under GatorEvals, or (3) The central portal located [here](#). Guidance on how to provide constructive feedback is available at [the gator evals site](#). Students will be notified when the evaluation period opens. Summaries of course evaluation results are also available at [the gator evals site](#).

## Getting Help

### HEALTH & WELLNESS

- **U Matter, We Care:** If you or someone you know is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu), 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.
- **Counseling and Wellness Center:** Visit the [Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.
- **Student Health Care Center:** Call 352-392-1161 for 24/7 information to help you find the care you need, or visit the [Student Health Care Center website](#).
- **University Police Department:** Visit [UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).

- **UF Health Shands Emergency Room / Trauma Center:** For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; or visit the [UF Health Emergency Room and Trauma Center website](#).
- **GatorWell Health Promotion Services:** For prevention services focused on optimal wellbeing, including Wellness Coaching for Academic Success, visit the [GatorWell website](#) or call 352-273-4450.

## ACADEMIC RESOURCES

- **E-learning technical support:** Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).
- **Career Connections Center:** Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.
- **Library Support:** Various ways to receive assistance with respect to using the libraries or finding resources.
- **Teaching Center:** Broward Hall, 352-392-2010 or to make an appointment 352-392-6420. General study skills and tutoring.
- **Writing Studio:** 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.
- **Student Complaints & Grievances:** Students are encouraged to communicate first with the involved person(s), but [here](#) is more information on the appropriate reporting process.

## Grading

Evaluation Components	Percent of Total Grade
Group Projects (2)	27.5%
Introduction to Facilities (5)	12.5%
Case Studies (10)	25%
Facility Tour (2)	22.5%
Reflections (10)	12.5%

**Group Projects** – You will work collaboratively throughout the term on two major assignments, a group lecture and a group paper. Upon completion of these assignments, you will not only have learned valuable knowledge and skills pertinent to your future career in sport management, but also contributed to meaningful insights and innovations in the field. Please see the rubric in Canvas for more details.

**Introduction to Facilities** – These assignments provide an introduction to the course and the concepts of facility management and operations. You will research a historical venue, submit a brief report on the venue, and share your knowledge with your classmates in discussion posts.

**Case Studies** – You will work collaboratively with your group to analyze case studies of real-world sports facility operations, identifying successes and failures. Your group will propose an innovative solution for the chosen case study and share your post with the class.

**Facility Tour** – You will tour a venue of your choice and compile a 3-4 page report based on your observations and experience. The report should highlight characteristics of the venue that stand out to you, key services or business interests of the venue, and potential risk management concerns. You will critically analyze the venue’s operations and relate it to our class discussions. Please see the rubric in Canvas for more details.

**Reflections** – This series of assignments allows you to reflect on our class lectures, discussions, or assigned podcasts to highlight concepts that are most impactful on you in your role as a student and future sport manager. Please see the rubric in Canvas for more details.

## GRADING SCALE

You may find the University grades and grading policies here: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

Letter Grade	Percent of Total Points Associated with Each Letter Grade	GPA Impact of Each Letter Grade
A	94.00-100%	4.0
A-	90.00-93.99%	3.67
B+	87.00-89.99%	3.33
B	83.00-86.99%	3.0
B-	80.00-82.99%	2.67
C+	77.00-79.99%	2.33
C	73.00-76.99%	2.0
C-	70.00-72.99%	1.67
D+	67.00-69.99%	1.33
D	63.00-66.99%	1.0
D-	60.00-62.99%	0.67
E	0-59.99%	0

## Weekly Course Schedule

### CRITICAL DATES & UF OBSERVED HOLIDAYS

- January 19: Martin Luther King, Jr. Day (Monday)
- March 16 – 20: UF Spring Break
- April 23 – 24: UF Spring Semester Reading Days (Thursday – Friday)

### WEEKLY SCHEDULE

Week	Dates	Topic and Assignments	Due Dates
1	1/12-1/16	Course Introduction / The History & Evolution of Public Assembly Venues in Sports	
2	1/19-1/23	Venue Ownership & Management <i>Martin Luther King, Jr. Holiday</i>	<ul style="list-style-type: none"> <li>• <i>Orientation Quiz: 1/21</i></li> <li>• <i>Discussion Board Introduction: 1/21</i></li> <li>• <i>Blueprints of History: 1/23</i></li> </ul>
3	1/26-1/30	Venue Planning, Financing, Design, & Construction	<ul style="list-style-type: none"> <li>• <i>Legacy Reimagined: 1/26</i></li> <li>• <i>Sports Journal #1: 1/28</i></li> </ul>
4	2/2-2/6	Venue Planning, Financing, Design, & Construction	<ul style="list-style-type: none"> <li>• <i>Evolving Venues: 2/2</i></li> <li>• <i>Sports Journal #2: 2/4</i></li> </ul>
5	2/9-2/13	Business & Financial Management	<ul style="list-style-type: none"> <li>• <i>Sports Journal #3: 2/11</i></li> <li>• <i>Case Study 1: 2/11</i></li> </ul>
6	2/16-2/21	Managing the Calendar: Booking & Reservations	<ul style="list-style-type: none"> <li>• <i>Sports Journal #4: 2/18</i></li> <li>• <i>Case Study 2: 2/18</i></li> </ul>
7	2/23-2/27	Marketing the Venue & Events	<ul style="list-style-type: none"> <li>• <i>Sports Journal #5: 2/25</i></li> <li>• <i>Case Study 3: 2/25</i></li> <li>• <i>Group Project – Lecture: 2/27</i></li> </ul>
8	3/2-3/6	Access Control: Ticketing	<ul style="list-style-type: none"> <li>• <i>Sports Journal #6: 3/4</i></li> <li>• <i>Case Study 4: 3/4</i></li> </ul>
9	3/9-3/13	Ancillary Services & Revenue Sources	<ul style="list-style-type: none"> <li>• <i>Sports Journal #7: 3/11</i></li> <li>• <i>Case Study 5: 3/11</i></li> <li>• <i>Student Lecture Reflections: 3/13</i></li> </ul>
10	3/16-3/20	<i>UF Spring Break</i>	
11	3/23-3/27	Operations & Services	<ul style="list-style-type: none"> <li>• <i>Sports Journal #8: 3/25</i></li> <li>• <i>Case Study 6: 3/25</i></li> <li>• <i>Facility Tour: 3/27</i></li> </ul>
12	3/30-4/3	Event Management & Services	<ul style="list-style-type: none"> <li>• <i>Sports Journal #9: 4/1</i></li> <li>• <i>Case Study 7: 4/1</i></li> </ul>
13	4/6-4/10	Safety & Security	<ul style="list-style-type: none"> <li>• <i>Sports Journal #10: 4/8</i></li> <li>• <i>Case Study 8: 4/8</i></li> </ul>
14	4/13-4/17	Safety & Security	<ul style="list-style-type: none"> <li>• <i>Case Study 9: 4/15</i></li> <li>• <i>Facility Tour Enhancement</i></li> </ul>
15	4/20-4/25	The 2:00 Warning / Bottom of the 9th	<ul style="list-style-type: none"> <li>• <i>Case Study 10: 4/22</i></li> </ul>

### **SUCCESS AND STUDY TIPS**

*Most importantly, please attend class. If you must miss a class, please ask a reliable classmate to share notes with you. Please also read all assigned readings prior to attending the course lecture discussing those readings. The lectures will provide clarity and add dimension to the information you have already read. Lectures will be easier to follow if you have already been introduced to the concepts and terminology through the readings.*