University of Florida
College of Health and Human Performance
Department of Tourism, Hospitality and Event Management

LEI 4540 – Management & Supervision of Leisure Facilities and Personnel
Fall 2021 (3 credit hours) Section 14613

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Office Hours: Monday 1-2.30pm; Wednesday 1-2.30pm

Class Meets: Florida Gym Room 260
3:00 – 3:50pm Monday, Wednesday, and Friday

Chair
Dr. Rachel Fu
Department of Tourism, Recreation and Sport Management
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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 in FLG 260 and consists of lectures, discussions, and presentations from guest speakers.

Course Description:

LEI 4540 will provide the student with a basic understanding of the management process as it relates to the use of public assembly facilities and venues. Topics and discussions will include, history of public assembly venues, venue ownership and management, financial management, booking a venue, marketing and sales, ticketing, event and ancillary revenue sources, venue operations, event and personnel management and safety/security. Examples will address issues and concepts to be considered from a practitioner's perspective but also highlight community politics and related fiscal strategies. Guest lecturers from several differentvenue management platforms will share their perspectives and management strategies.

Course Objectives:

1. Demonstrate knowledge and understanding of a manager's role related to venue operations, personnel and services.

2. Identify motivational issues facing venue employees/staff.
3. Develop skills to be able to support and foster professionalism related to venue operation and management.
4. Employ a diversity of management strategies including human, community and natural resources to deliver venue services and events.
5. Implement safety and security measures that will protect visitors, staff and the venue.
6. Implement strategies which enhance event and ancillary revenue sources.
7. Employ ticketing and access management strategies.

Course Evaluation:

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

Written Exams (100 points each) .....200 points
Website Project..... 100 points
Facility Visit ..... 50 points
In-class assignments .....50 points
Group Project..... 100 points

- 80 points based on the individual student's contributions
- 20 points based on the group's final project
    - 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

Recommended Text: an excellent resource if you are pursuing this field

Mahoney, K., Esckilsen, L., Jeralds, A., & Camp. S. (2020). *Public Assembly Venue Management:Sports, Entertainment, Meeting and Convention Venues 2nd Edition*, Dallas, TX,

Attendance:
Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies: https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/. Students are expected to attend class and encouraged to notify the instructor if they must miss a lecture. Students should arrive on-time to class, be respectful of each other's opinions, and contribute to discussions.

Accommodations:
Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center (352-392-8565, https://disability.ufl.edu/). 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.

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.

Assignments

1. Website Project

Each student is required to complete a website project. **DUE September 27th**

The Website Project includes the review of three (3) venue websites. As you complete the assignment please assume I am your supervisor and you are generating an executive report so our business can make an informed decision about an upcoming purchase.

Each student will be asked to review 3 different websites related to a similar venue (All the venues should provide consistent products/services… Example: **Convention center**). Students are expected to provide pertinent details to thoroughly evaluate the organization's website (comments may be submitted in bullet, chart and/or paragraph form), as well as evaluate the value of the product/service and the fiscal variables associated with the purchase (shipping, price points, quantity discounts, varying brand and quality options…etc). Both the website design/layout and the information about the product or services you are evaluating may be highlighted in the pros and cons sections.

Students are required to submit a screenshot of the first homepage 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 themselves a potential customer ready to conduct business and then, after evaluating each product or service being sold by the website, determine which website provided enough information for you to make an informed consumerdecision. (Knowledge obtained to through personal visits or knowing the leadership in the organization should not be factored in your final decision)

Please organize your report as follows:

Page 1 should include an introduction of the project and describe why you have decided to research the topic; who asked you to complete
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 (Mr. Lucier) 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 on Canvas.

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

2. Facility Visit Report

Each student will be required to visit a venue of their choice and report on their experience. Students should choose a venue that is local or somewhere they can travel to and should be in a field of interest to the student.

- Students should conduct a brief interview/meet and greet with a management-level employee of the venue to learn some of the challenges particular to *that specific facility*.
- Students should take a tour, either self-guided or led by your venue contact, and take note of:
    - characteristics that make that venue unique
    - special features that the venue is known for
    - services offered by that venue
    - anything noteworthy that may pose a risk management concern or limit the types of bookings/events that the venue can host
- Students should take a photo that best illustrates their individual experience at the venue and report their findings in a 1-2 page double-spaced paper. The photo of the venue should be added at the end of the written report.

Grading Rubric for the Website project: 50 total points

- 10 points to identify unique or outstanding characteristics of the facility and why those characteristics are important
- 20 points to describe the core business function and services of the facility
- 15 points to discuss potential threats to the business and risk management, safety, or security concerns that you identified during your visit
- 5 points for a personal photo of the facility

3. Group Project

The **Group Project** involves 1. Formal, multi-media presentation, with a typed handout; 2. Report (approximate length 12-13 pages; 15 pages max) 12 point font, double-spaced (more details below).

In order to validate the efforts of all group members, the group project will be completed collectively yet graded as individual work (80%) and as group work (20%). All members of the group are required to secure 2 professional references (one can be a personal contact) as well asprepare their portion of the group presentation. Please note: all papers submitted must be formatted similarly (same text and spacing, etc. for all contributing authors). As the Faculty member, Mr. Lucier 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.

All group presentation materials (PowerPoint slides, handout, and reference list) must also be submitted as a Canvas attachment. Failure to do so will result in a ten-point penalty. Projects will be **DUE November 14th.**

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

Each student will be grouped by the instructor with 3-5 other classmates for participation in the group project. Five different projects have been created and group assignment will be based on first come first served (once a group is filled, students must select an alternative project).
Each group will be asked to submit an outline/proposal (3 pages of ideas and strategies for the project) to the instructor by **September 13th** and this proposal 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 public assembly venue (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 venue, 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. Additionally, if the project you are planning to design exceeds $20 million, you arewelcome to assume your project is a phase within a $150 million project. You would then discuss the larger project and denote that your phase will be completed to complement the overall project.

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 yourgroup collected data to make informed decisions. Most projects will require the involvement ofexternal 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 LEI 4540 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 /renovated venue 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 localcompetition (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

Discuss booking events and ticketing protocol your administrative team will implement

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)

Presentations

Presentations should involve multi-media (PowerPoint, video, pictures, etc.) and should be submitted on Canvas prior to the due date.

During the individual presentation, it is expected that each member of the group will speak 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 Mr. Lucier 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 Mr. Lucier as soon as possible. Shoulda member fail to contribute their fair share, as noted/validated by a majority of the group, the individual's project grade will be reduced (from zero to partial credit).

Grading Rubric for the Group Project: 100 total points

- The final document (one combined project) will be evaluated based upon individual contributions and group contributions.
    - Individual student contribution to the final project; **80 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 will be expected to discuss their component of the project (~3 minutes). Presentation dates will be scheduled (first come / first served) sobe sure your group discusses a presentation date that will meet all members schedules.
- In addition to the oral presentation, students need to place their name in **bold** at the beginning of their segment of the written project. Please note that the completed project should flow as one document (same font style/type set), even though the segments are completed by different students.
    - 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

Fall 2021	CLASS SCHEDULE
Week 1 (8/23)	Course Introduction & Chapter 1: History & Role of Public Assembly Venues
Week 2 (8/30)	Chapter 2: Venue Ownership & Management
Week 3 (9/6)	Chapter 3: Venue Planning, Financing, Design, & Construction
Week 4 (9/13)	Case Study: O'Connell Center Renovation & Chapter 4: Business & Financial Management **Group Project Proposal Due**
Week 5 (9/20)	Chapter 5: Booking the Venue
Week 6 (9/27)	Chapter 6: Marketing **Website Project Due**
Week 7 (10/4)	Chapter 7: Ticketing & **Exam 1**
Week 8 (10/11)	Chapter 8: Ancillary Services & Revenue Sources **Facility Visit Project Due**
Week 9 (10/18)	Chapter 9: Venue Operations & Services
Week 10 (10/25)	Chapter 10: Event Management & Services
Week 11 (11/1)	Chapter 11: Safety & Security
Week 12 (11/8)	Managing Personnel **Group Project Due**
Week 13 (11/15)	Group Projects
Week 14 (11/22)	Group Projects & Thanksgiving
Week 15 (11/29)	Group Projects
Week 16 (12/6)	Group Projects & **Exam 2**

The syllabus provides a tentative schedule for the fall term, however changes to the schedule may be made during class. Students are encouraged to submit all assignments on Canvas according to the course schedule.

Feedback

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 https://gatorevals.aa.ufl.edu/students/. 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, or via https://ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at https://gatorevals.aa.ufl.edu/public-results/.

Copyright

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.

A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student

Health and Wellness

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 communityis 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.