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

LEI 4540 – Management & Supervision of THEM Facilities
Spring 2023 (3 credit hours) Section 8065

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Office Hours: Monday 9-10:30am; Wednesday 9- 10:30am or by appointment

Class Meets: Florida Gym Room 270 Tuesday, 8:30 – 9:20 AM
Williamson Hall 100 Thursday, 8:30 – 10:25 AM

Department Chair: Dr. Rachel Fu
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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 210 and WM 100 and consists of lectures, discussions, field trips, and presentations from guestspeakers.

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 **800 total points** for the class. The class will be graded based upon the following items.

Written Exams (2 @ 100 points each) .....200 points
Attendance 6 @ 10 pts each (+ 8 tour attendance listed in tours below) ...60 points
Website Project .....100 points
Facility Tours (8 @ 30 points each) ……..……..…...…240 points
In-class assignments (5 @ 10 points each) ....50 points
Venue Construction Project .....155 points

- Proposal worth 5 points, plus 10 sections each worth 15points based on the student group contributions

TOTAL POINTS…….….805 Points

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, Brown Books Publishing.

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.

GRADING SCALE

A	94% - 100%
A-	90% - 93.99%
B+	87% - 89.99%
B	84% - 86.99%
B-	80% - 83.99%
C+	77% - 79.99%
C	74% - 76.99%
C-	70% - 73.99%
D+	67% - 69.99%
D	64% - 66.99%
D-	60% - 63.99%
E	0 – 59.99%

Final grade notification will be provided by the University Registrar's Office via the final grade report. More information about UF grade policies can be found: https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/#gradingpoliciestext

Assignments

1. Website Project – Group Project

Each student group is required to complete a website project.

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 group will be asked to review 3 different websites related to a similar type of 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 thevalue 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.

Student groups 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. Student groups 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. Gromoll) 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. Attendance

Attendance will be taken randomly at 6 classes plus all 8 tours.

Grading Rubric for attendance: 60 total points (tour attendance is including in the tour points)

3. VENUE Business Plan - Group Project

The venue business plan group project involves a 12–17-page paper report (approximate length 12 pages; 17 pages max.) 12-point font, double-spaced (more details below).

VENUE CONSTRUCTION BUSINESS PLAN

This is a formal paper, with a typed handout plus a typed double-spaced copy (approximate length 12-17 pages; 17-page max).

The group is required to secure 2 professional references that are employed in the same type of venue the group selected (i.e., performing arts center, area, stadium, conference center, etc.) as well as research similar facilities from around the USA. As the Faculty member, Mr. Gromoll 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. The budget should contain a Construction budget and an opening operating budget of revenues and expenses for the first year.

The group project will require the students to construct a business plan for a public assembly venue (budget $10 million - $200 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 3-4 other classmates for participation in the group project. (The group must submit its choice on a large public venue, i.e., performing arts center, stadium, arena, museum,) If the venue choice has already been selected by another group, the instructor will ask the group to choose another venue category.

Each group will be asked to submit an outline/proposal, 1 page of ideas and strategies for the project, to the instructor before they can begin planning the project and the 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 maximum document) that will be used to demonstrate the knowledge of the team on information learned from lectures, class venue site visits, and research.

Within the project, the group should include each of the items listed below, as well as construction budget required to build/renovate the facility (use the figure $300/square foot for basic construction). Students may assume the capital budget and opening operating budget is supported by bank loan 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 be a management company hired to consult the owners and also manage the facility **OR** your group may assume the role as owners of the company managing it. Either must be listed.*

Regardless of your choice, your group will be required to secure property in your listed town/location, discuss financial funding for the project and then discuss how your group collected data to make informed decisions. 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 must include the items listed below:

- **Executive Summary** - 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
- **Project Description to Include an Opening Financial Plan** - Identify the impact the project will have on the users/customers and neighbors. How will the venue affect the community. (traffic, noise, staging area, and other problem areas should be included). How will you as managers combat any negative publicity.
- **Competition and Comparison Analysis** - Include the immediate impact and anticipated long-term impact projections for the local competition (competing businesses and other venues).
- **Products & Services section including Booking Events and Ticketing** – Operating procedures including staffing (hiring management, FT/PT employees and organizational chart, etc.) event booking procedures, ticketing policies and operational policies.
- **Risk management Plan** – facility risk management program considering both visitors and employees – crises management and liabilities.
- **Sales & Marketing Opening Plan** - Discuss the promotional strategy to market your concept and facility from the outset of construction.

- **Budgets** - (construction budget and a separate opening operational budget). Operational budget should contain revenues and expenses, for the first-year operating cycle. Use a line-item Excel sheet for budget. Should be 2-3 pages)
- **Conclusion**
- **A minimum of 2 professional references that are employed in a similar venue (documented data/information or information secured by contacting professionals in the field is expected).**
- **Research, references, and intext citations on the type of venue.**

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

The student teams will use information from lectures, venue class tours during the semester, research of similar facilities and a minimum of two professional references from the specific type of facility to create a business plan that includes current trends of that type of facility, problem solutions and current venue statistics and standards.

The final written version should be a minimum of 12 pages and not exceed 17 pages (not including the researched similar facilities which can be in the addendum pages, cover page or reference pages).

Grading Rubric for the Group Project: 150 total points

- The final document (one combined team project) will be evaluated based upon content of each section.
- Each student will receive a similar score unless the team notifies the instructor a student did not participate.
- The sections worth 15 points apiece include:
    - Executive Summary
    - Project Description to include Operational Financing
    - Competition Analysis and Comparison
    - Products & Services section including Event Bookings and Ticketing
    - Risk Management Plan
    - Sales & Marketing Opening Plan
    - Budgets – construction and operational
    - Conclusion

- Two professional References from the same Venue industry
- Research, References, and in-text citations.

4. Site Visits to Venues

There will be eight (8) site visits to various venues in the Gainesville Area. The attendance is mandatory and will count as points towards the final grade. A sign in sheet will be at each venue. Make sure you sign it in order to receive credit. There will be no credit offered if you did not sign in during the site visit. Sites will include museums, performing arts centers, sports facilities, event centers and other venues.
The assignment will include a short 2 paragraph paper detailing two major points the student learned while on the tour. Total minimum word count of 350 words.

5. In Class Assignments

Class assignments will be selected randomly during the week. There will be 5 in-class assignments. The type of assignment will be chosen by the instructor but will always include a page to be turned in during the class. Students must have a laptop computer or smart cell phone available.

Spring 2023	CLASS SCHEDULE
Week 1 (1/12)	Course Introduction & Chapter 1: History & Role of Public Assembly Venues
Week 2 (1/19)	Chapter 2: Venue Ownership & Management **Mission Statement Due** **Tour – Santa Fe College Performing Arts Center**
Week 3 (1/26)	Chapter 3: Venue Planning, Financing, Design, & Construction. **Group Project Proposal Due** **Tour – Sweetwater Branch Inn**
Week 4 (2/2)	Chapter 4: Business & Financial Management
Week 5 (2/9)	Chapter 5: Booking the Venue **Double Booked Due** **Tour: TBA**
Week 6 (2/16)	Chapter 6: Marketing **Website Project Due** **Tour: TBA**
Week 7 (2/23)	Chapter 7: Ticketing
Week 8 (3/2)	Chapter 8: Ancillary Services & Revenue Sources **Garth Brooks Concert Due** **Tour: Ben Hill Griffin Stadium**
Week 9 (3/10)	Chapter 9: Venue Operations & Services **Exam 1** **Tour: O'Connell Center**
Week 10 (3/24)	Chapter 10: Event Management & Services **Tour: UF HARN Museum**
Week 11 (3/31)	Chapter 11: Safety & Security **Event Incident Due** **Tour: TBA**
Week 12 (4/7)	Managing Personnel
Week 13 (4/14)	**Group Projects DUE** **Personality Test Due**
Week 14 (4/21)	**Group Projects**
Week 15 (4/ 25-26)	**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.