

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

LEI 4540 – Management & Supervision of Public Assembly Venues
Fall 2020 (3 credit hours) Section 9585

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

Class Meets: On-line

Chairperson

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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 on-line and consists of recorded lectures and presentations from the instructor and 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 and access management, event and ancillary revenue sources, venue operations, event management and safety/security. 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 identify motivational issues facing venue employees/staff.
2. To develop a responsibility within the student to support and foster professionalism related to venue operation and management.
3. To encourage students to use all management strategies, as well as human, community and natural resources to deliver events.
4. To formulate an understanding and knowledge of the principles and procedures necessary to deliver community events and to enhance full participation by all constituents.
5. To recognize and implement safety and security measures that will ensure the enjoyment of all events provided in a public assembly venue.
6. To discover and employ ticketing and access management strategies.
7. To define strategies which enhance event and ancillary revenue sources
8. To apply knowledge and understanding of the manager's responsibility related to venue operations and services.
9. To discover risk management systems that will protect visitors, staff and the venue.

Course Evaluation:

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

Orientation	10
Written Exam (1) 100 point exam	100
Website Project	100
Group Project	120
Video reviews (8 @ 10 points each)	80
Quizzes (3 @ 10 points each)	30
Discussions (3 @ 10 points each)	30
Reflections (3 @ 10 points each)	30

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

Mahoney, K., Eskilsen, L., Jeralds, A., & Camp. S. (2015). *Public Assembly Venue Management: Sports, Entertainment, Meeting and Convention Venues*, Dallas, TX, Brown Books Publishing.

Please note that assignments will be collected on Canvas. The student will need to adhere to assignment deadlines (late assignments will result in a minimum deduction of 10-points).

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 October 12th**

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 with the intent to make a business decision (the decision may be a rental, purchase, or another related business deal).

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 consumer

decision. (Knowledge obtained to through personal visits or knowing the leadership in the organization 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 e-mail attachment. Failure to do so will result in a ten-point penalty. Projects will be **DUE December 7th** and assigned in class.

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 with 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 **September 21st**. 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 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 commercial level 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.

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 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 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

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)

During the class presentation, it is expected that each member of the group will speak a minimum of 3 minutes (recorded voiceover) 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 (students are encouraged to provide a peer review of effort contributed). 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 (Voiceover PowerPoint, video, pictures, Prezi, etc.) should be submitted by each group member on Canvas. All members of the group should include their name on each segment of the project they are responsible to complete.

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 the group's two-page outline of the project
- *Please submit on Canvas the electronic presentation (the same electronic copy complete with names for each student responsible for their section)*

The electronic 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.

Classroom guidelines:

It is expected that all students complete all on-line assignment according to the course syllabus and then submit prepared assignments on Canvas before they are due. The course was recently re-designed so the information you will be learning is very current and even addresses COVID adjustments in the field. If at any time you feel the need for assistance and/or information concerning the course, see Dr. D. as soon as possible.

Special needs:

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

Exams:

The exam will be developed from the textbook readings, class assignments and lecture material. Students are expected to complete the exam 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.

Fall 2020

TENTATIVE CLASS SCHEDULE

Week of August 31	Introduction to Management: Christina Ramos; Orange Bowl Video Review; Orange Bowl due
Week of September 7	History and Role of Public Assembly Facilities Reflection due
Week of September 14	ADA Issue within Public Venues ADA Video Review Due
Week of September 21	Venue Ownership and Management Discussion Question due Group Project Proposal
Week of September 28	Planning Cycle for a New Venue; Marty Dempsey Rec Sports Video Review due
Week of October 5	O'Connell Center Renovation Project; David Lucier O'Connell Center Video Review due
Week of October 12	Financial Management Website Project due Quiz due
Week of October 19	Booking the Venue Group Project Proposal due
Week of October 26	Marketing and Sales March Madness Video Review due

Week of November 2	Ticketing and Access Management Quiz due
Week of November 9	Planning Phases for Three UF Sport Facilities; Bill Smith UAA Video Review UAA due
Week of November 16	Event and Ancillary Revenue Sources Discussion Question Due
Week of November 23	Venue Operations and Services Reflection due Quiz due
Week of November 30	Event and Management Services Eventplicity Video Review due
Week of December 7	Safety and Security Orange County CC Video Review; Matt and Aaron Batson Group Project due
December 17	Final 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 address a variety of issues and elements related to the construction, management and oversight of unique sport facilities found in the world. Students who are interested to learn about a particular topic should share their idea with the instructor. We have had students request to construct unique venues (Hotel expansions, bowling centers, snow ski half pipe facilities, convention center upgrades, theater renovations, race tracks, as well as amphitheaters 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.