



School of Resort & Hospitality Management

COURSE SYLLABUS

Please read this syllabus in its entirety. It is a part of the course content. Further, it is important that you understand what is required in this course and the times for completing all activities.

SECTION 1: COURSE INFORMATION

Course Number & Name: HFT 3271 Club Management
CRN: 11640
Course Credit Hours: 3
Semester: Spring 2020
Department/Program: School of Resort & Hospitality Management
Meeting Times/Location: Wednesday 5:30-8:15 Sugden Hall Room 208
Format: On-campus (classroom)
Instructor: Professor Albeit

Office Location: Sudgen Hall, Room #208
Contact Information: ralbeit@fgcu.edu; Phone: 239-253-3331-(Office)
Office Hours: Wednesday 4:30-5:30 and 8:15-9:15
Prerequisites: HFT 1000

Course Description:

This course provides an overview of the club industry. Students will gain an understanding of common club ownership and governance structures; the role of management in delivering exceptional member experiences is emphasized.

Required Text:

Name: Contemporary Club Management 3rd Edition
Authors: Joe Purdue & Jackson Koenigsfield
Publisher: American Hotel & Lodging Educational Institute
ISBN: 978-0-86612-408-9

Supplemental Reading:

Course Website (CANVAS): <http://fgcu.edu/canvas/> (requires ID and password to login).

SECTION 1: COURSE INFORMATION CONT.

First Week Attendance Policy

In accordance with the Federal mandate, students are required to complete an attendance verification activity on Canvas before the deadline during the first week of class. Failure to do so will result in a delay in the disbursement of your financial aid. The confirmation of attendance is required for all students, not only those receiving financial aid.

SECTION 2: MISSION, LEARNING OUTCOMES, & MEASUREMENTS

A. PROGRAM MISSION

“The mission of the Resort and Hospitality Management program is to provide students with core competencies and experiential learning opportunities in preparation for successful management careers and leadership roles in the resort and hospitality industry and to instill values of lifelong learning and community service.”

B. PROGRAM LEARNING OUTCOMES

Upon successful completion of the program students will be able to:

1. Illustrate proficiencies and skills relevant to the operational areas of Resort and Hospitality Management.
2. Apply effective communication skills.
3. Evaluate information and make decisions using critical thinking and problem solving skills.
4. Apply ethical reasoning and professional judgment.

C. COURSE LEARNING OUTCOMES

At the completion of this course, students should be able to:

1. Categorize clubs based upon organizational structure, governance, financial priorities, and the services provided to members.
2. Evaluate the effectiveness of a club's governance and management in terms of defining and delivering appropriate outcomes for its members.
3. Create appropriate interventions to enhance the operational and financial performance of a club.
4. Recommend positioning and marketing strategies to attract and retain the targeted membership.
5. Assess compliance with government regulations and accepted ethical standards in the club industry.
6. Apply effective communication skills.
7. Evaluate information and make decisions using critical thinking and problem solving skills.
8. Apply ethical reasoning and professional judgement

D. MEASUREMENTS OF STUDENT LEARNING OUTCOMES

ALC/ILO/ PLO Learning Objectives	Course Learning Outcomes	Assessment Use To Measure Outcomes
Content/Discipline Knowledge & skills ILO1, PLO1 ILO1, PLO1 ILO1, PLO1 ILO1, PLO1 ILO1, PLO1	1. Categorize clubs based upon organizational structure, governance, financial priorities, and the services provided to members. 2. Evaluate the effectiveness of a club’s governance and management in terms of defining and delivering appropriate outcomes for its members. 3. Create appropriate interventions to enhance the operational and financial performance of a club. 4. Recommend positioning and marketing strategies to attract and retain the targeted membership. 5. Assess compliance with government regulations and accepted ethical standards in the club industry.	Exams and Assignments
Communication ILO2, PLO 2	6. Apply effective communication skills.	Written Projects
Critical/Analytical Thinking ILO3, PLO3 ILO3, PLO4	7. Evaluate information and make decisions using critical thinking and problem solving skills. 8. Apply ethical reasoning and professional judgement	Exams and Assignments

ALC – Academic Learning Compact (State of Florida requirements)
ILO – University Learning Outcomes
PLO – RHM Program Learning outcomes

SECTION 4: TEACHING METHODS, PHILOSOPHY, & MESSAGE TO STUDENTS

A. TEACHING METHODS

Lecture, Slides & Interactive Discussion and Problem Solving

B. TEACHING PHILOSOPHY

Provide the knowledge to allow students to achieve the desired outcome statements

C. MESSAGE TO STUDENTS

This course will give you the knowledge that is required of Managers in the Resort & Hospitality Industry.

SECTION 5: CLASSROOM FORMAT, POLICIES, & MANAGEMENT STATEMENT

A. CLASSROOM FORMAT – Classroom Setup

B. CLASSROOM CONDUCT POLICIES

- 1. Class Attendance – Attendance will be taken prior to class**
- 2. Student Conduct – Improper conduct will not be accepted**
- 3. Classroom Technology Use – No cell phones. Laptops used for taking notes is acceptable**

SECTION 6: TENTATIVE CLASS SCHEDULE OUTLINED FOR SPRING 2019

WEEK	Due Date	Topics, Chapters, Assignments, & Deadlines
1	W 01/08	<p>Topic: Overview of Club Operations Chapter: 1</p> <p><u>Student Learning Outcomes:</u> Define the nature, ownership, and types of private clubs. Describe facets of private club membership, including categories, reciprocity, and discipline procedures. Explain how the boards and committees of private clubs are structured. Summarize the duties of a club’s general manager, club professionals, and typical department managers. Describe the organizational structure of a non-equity club.</p> <p><u>Assignment:</u> Read Chapter 1</p>
2	W 01/15	<p>Topic: The Board of Directors and The General Manager/COO Chapter: 2</p> <p><u>Student Learning Outcomes:</u> Describe a typical board structure and how it governs the club. List the types of written records that a private club board generates and maintains. Identify the important factors that make a new job a success for general managers. Explain the chief operating officer model. Describe how the management to leadership model works and what it means for club managers. Identify professional development opportunities for private club managers. List tips for long-term success as a club manager</p> <p>Topic: Leading Clubs Effectively Chapter : 3</p> <p><u>Student Learning Outcomes:</u> Discuss leadership frameworks and leadership theories. Explain elements of leadership, from power and leadership to leadership skills. Describe motivational theories. Explain how club managers can effectively manage goals. Discuss how service analysis can be an effective leadership tool. Describe a construct for effective club leadership that includes the following elements: use objective measures, create and establish goals, report, evaluate progress, and reward. Explain how club managers can wisely manage their time. Summarize personal leadership issues for club managers.</p> <p><u>Assignment:</u> Read Chapter 2</p>

WEEK	Due Date	Topics, Chapters, Assignments, & Deadlines
3	W 01/22	<p>Topic: Strategic Planning and Management Chapter: 4</p> <p><u>Student Learning Outcomes:</u> Explain the importance of a club strategic plan and summarize the first steps in strategic planning: agreeing on the need, needs assessment, setting ground rules, membership input, and competitive analysis. Discuss the following steps in strategic planning: strategic planning retreat, vision, mission, goals, and objectives. Describe the last steps in strategic planning: organizational situation analysis, strategy statement, budgets, action plan, and assessing progress. Discuss strategic implementation analysis, including the creation of grand strategy, the relationship between strategic and long-range planning, the strategic plan as a living document, and the club’s internal and external environment. Explain how club managers can use the strategic plan to allocate capital, align strategy with operations, monitor goal achievement, and ensure that the strategic plan is used.</p> <p><u>Assignment:</u> Read Chapter 4</p>
4	W 01/29	<p><u>Assignment:</u> Exam #1 Chapters 1-4</p>
5	W 02/05	<p>Topic: Effective Club Leadership Chapter: 5</p> <p><u>Student Learning Outcomes:</u> Identify three types of business communication and provide an overview of a basic model for communication. Explain how communication myths, communication barriers, and personal biases can affect communication. Review basic speaking skills useful when communicating on-the-job and when making formal presentations. Discuss obstacles to listening, a four-stage active listening model, and procedures for effective listening. Describe how nonverbal communication impacts the understanding of messages. Explain the basics of effective business writing. Identify how effective communication enhances a club manager’s work relationships and negotiation skills.</p> <p><u>Assignment:</u> Read Chapters 5</p>

WEEK	DUE Date	Topics, Chapters, Assignments, & Deadlines
6	W 02/12	<p>Topic: Club Marketing Chapter: 6</p> <p><u>Student Learning Outcomes:</u> Explain the role of marketing in a private club setting. Summarize consumer- and organizational-buyer behavior. Identify the ways marketing mix affects club marketing. Describe marketing research and identify ethical considerations in club marketing.</p> <p><u>Assignment:</u> Read Chapter 6</p>
7	W 02/19	<p>Topic: Membership Marketing Chapter: 7</p> <p><u>Student Learning Outcomes:</u> Describe common factors involved in declining club membership, explain how a club's location affects membership size, and list reasons often cited why marketing is not necessary in clubs. Identify and discuss the 4 P's of marketing. Describe steps in developing a membership marketing plan, summarize issues clubs must consider in order to develop an appropriate plan, and describe strategies clubs use to attract new club members. Summarize the major duties and responsibilities of a club membership director, and describe how clubs are using the Internet and databases in their membership marketing efforts</p> <p>Topic: Managing Human Resources Chapter: 8</p> <p><u>Student Learning Outcomes:</u> Summarize major U.S. employment laws that affect clubs. Describe recruitment, selection, and orientation tasks. Explain the issues and tasks club managers should be familiar with regarding employee performance appraisals. Describe approaches to employee discipline and discharge.</p> <p><u>Assignment:</u> Read Chapter 7-8</p>
8	W 02/26	<p><u>Assignment:</u> Exam #2 Chapters: 5-8</p>
9	W 03/04	<p>Spring Break – No Class</p>

WEEK	DUE DATE	Topics, Chapters, Assignments, & Deadlines
10	W 03/11	<p>Topic: Training and Professional Development Chapter: 9</p> <p><u>Student Learning Outcomes:</u> Summarize the importance of training and lifelong learning to the success of private clubs. Describe how training and professional development is an investment in the human capital of private clubs. Explain the needs assessment process and its role as the foundation of training. Describe the characteristics of effective orientation and socialization programs and the benefits these programs have for a club. Discuss hourly employee training and identify how a trainer can increase the effectiveness of training by using the Four-Step Training Method. Explain the role of the trainer in hourly employee training, discuss adult learning issues, summarize training evaluation issues, and describe online training for hourly employees. Describe supervisory and management professional development. Discuss outsourcing training, including its advantages and disadvantages</p> <p>Topic: Club Food and Beverage Operation Chapter : 10</p> <p><u>Student Learning Outcomes:</u> Describe the importance of food and beverage operations to clubs. Explain the organization of club food and beverage departments. Describe how the menu drives food and beverage operations in clubs, and discuss the role of food and beverage staff in clubs. Summarize financial aspects of club food and beverage operations. Discuss trends that will likely affect club food and beverage operations in the future.</p> <p><u>Assignment:</u> Read Chapter 9-10</p>

WEEK	DUE DATE	Topics, Chapters, Assignments, & Deadlines
12	W 03/25	Assignment: Exam #3 Chapters 9-12
	F 03/27	LAST DAY TO DROP/WITHDRAW
13	W 04/01	<p>Topic: Club Facility Management Chapter: 13</p> <p>Student Learning Outcomes: Explain the importance of facility management in clubs, particularly as it relates to members, employees, and costs. Describe how a club can embrace the concept of sustainability. Review the general responsibilities assigned to individuals in a club's facilities department. Explain how a club can undertake facility condition and facility function evaluations and how they relate to a club's facility quality assessment. Describe club building projects, from forming a design and construction team to closeout.</p> <p>Assignment: Read Chapter 13</p>
14	W 04/08	<p>Topic: Managing Entertainment in Clubs Chapter: 14</p> <p>Student Learning Outcomes: Identify ways to determine the entertainment needs of a club's members, summarize the importance of auditioning and/or interviewing entertainment acts, and discuss issues that might arise when club members book their own entertainment. List common types of entertainment available for a club. Describe the important factors of purchasing entertainment for the club. Identify the essential factors of contract negotiations and licensing.</p> <p>Topic: Golf Course Operations Chapter: 15</p> <p>Student Learning Outcomes: Describe the origins of golf and the organizations that govern it. List and describe golf facilities typically found at clubs. Identify common programs and services offered at club golf courses. Summarize the duties and responsibilities of golf professionals and other golf staff members.</p> <p>Assignment: Read Chapters 14-15</p>

WEEK	Due Date	Topics, Chapters, Assignments, & Deadlines
15	W 04/15	<p>Topic: Golf Course Maintenance Chapter: 16</p> <p><u>Student Learning Outcomes:</u> Describe the purpose and functions of the greens and grounds department. List positions commonly found in the greens and grounds department and describe their functions. Identify the greens and grounds department’s budgetary concerns and equipment needs. Identify turfgrass species and describe their use on golf courses and identify golf course sections. Describe basic turfgrass management practices. Explain how environmental concerns such as water, chemicals, and wildlife affect golf course management practices.</p> <p>Topic: Club Fitness, Spa, Aquatics and Tennis Operation Chapter: 17</p> <p><u>Student Learning Outcomes:</u> Describe a club fitness operation, including the form, function, typical employees, and common programs of a club fitness center. Describe the nature of spa operations in clubs, including payment and staffing issues. Explain how typical club aquatics operations work and what they involve. Identify and discuss the elements of typical tennis operations in clubs.</p> <p><u>Assignment:</u> Read Chapters 16-17</p>
16	W 04/22	<p><u>Assignment:</u> Exam #4 Chapters 13-17</p>
17	T 05/07	Grades Due from Faculty by Noon on Tuesday, 05/05/2020

“The instructor reserves the right to amend the tentative schedule as deemed necessary.”

SECTION 7: UNIVERSITY & COLLEGE STANDARDS & POLICIES

Academic Behavior Standards and Academic Dishonesty - All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found in the **FGCU Student Guidebook** under the “Student Code of Conduct” and “Policies and Procedures” sections. All students are expected to study this document which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at <http://studentservices.fgcu.edu/judicialaffairs/new.html>

Students are expected to maintain the highest standards of academic honesty and integrity while in this course and as a student at Florida Gulf Coast University. In addition to standard definitions of honesty, integrity, and plagiarism, this policy also prohibits you from possessing, using, viewing, accessing, or otherwise benefiting from previous and/or concurrent work products created for this course by other students or any other person, allowing persons outside your team to contribute to the creation of your

team's work product, putting your name on a team project in which you did not contribute, and submitting a paper written by you for another course or occasion without the explicit knowledge and consent of the instructor. Failure to maintain these standards will result in severe academic penalties, including receiving an automatic F in this course.

A student's name on any written exercise shall be regarded as assurance that the work is the result of student's own thought and study, stated in student's own words and produced without assistance, except as quotation marks, references and footnotes acknowledging the use of other sources. Students may be authorized to work jointly, but such effort must be indicated as joint on the work submitted.

Plagiarism occurs whenever you copy someone's writing, even partially, and fail to reference it in your paper. If you copy a substantial amount of the sentence from a source, it should be referenced in quotes. If you paraphrase it, you must reference it but you do not need quotes. If any member of a team is found plagiarizing, they and their entire team will be given an automatic ZERO (0) for their assignment and turned over to Judicial Affairs. If anyone in your team is caught plagiarizing, then the whole team will be given a 0 for the assignment. **IF YOU HAVE ANY QUESTIONS AS TO WHETHER SOMETHING WILL BE CONSIDERED PLAGERIZED, BE SAFE AND REFERENCE THE SOURCE.**

Please remember that plagiarism is a serious offense and will not be tolerated. Plagiarism in projects will result in a failing grade of ZERO (0) POINTS and may lead to more serious consequences (FGCU Student Guidebook under the "Student Code of Conduct"). Therefore, your projects must be original material. **Also copying your classmate assignment(s) and turn them in will result in a failing grade of ZERO (0) POINTS for ALL parties involved.**

Copyright – The university requires all members of the university community to familiarize themselves and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under university policies.

SECTION 7: UNIVERSITY & COLLEGE STANDARDS & POLICIES CONT.

University Nondiscrimination Statement

Florida Gulf Coast University is committed to ensuring equity and fairness for all University employees, students, visitors, vendors, contractors and other third parties. As such, the University prohibits discrimination on the bases of race, color, national origin, ethnicity, religion, age, disability, sex (including sexual harassment/assault), gender identity/expression, marital status, sexual orientation, veteran status or genetic predisposition with regard to admissions, employment, programs or other activities operated by the University. This prohibition extends to enforcement of **Title IX** of the Education Amendments of 1972. Questions or complaints should be directed to the Office of Institutional Equity and Compliance (OIEC). The OIEC's phone number is (239)745-4366; the OIEC email address is OIEC@fgcu.edu.

Disability Accommodations Services - Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university's guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please see me or contact the Office of Adaptive Services. The Office of Adaptive Services is located in the Wellness Building. The phone number is 239-590-7956 or Video Phone (VP) 239-243-9453. In

addition to classroom and campus accommodations, individuals with disabilities are encouraged to create their personal emergency evacuation plan and FGCU is committed to providing information on emergency notification procedures. You can find information on the emergency exits and Areas of Rescue Assistance for each building, as well as other emergency preparedness materials on the Environmental Health and Safety and University Police Department websites. If you will need assistance in the event of an emergency due to a disability, please contact Adaptive Services for available services and information.

University Policy about Student Observance of Religious Holidays - All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

<http://www.fgcu.edu/generalcounsel/files/policies/4.005%20Student%20Observance%20of%20Religious%20Holidays.pdf>

Grading Policies and Grading Systems - The grading system at FGCU is described in the FGCU Catalog and is overseen by the Office of Planning and Institutional Performance.

(<http://www.fgcu.edu/catalog/>)

In accordance with Family Educational Rights and Privacy Act, 1974 (FERPA), grades may not be announced in class or displayed in any public view by use of the Student ID number (or social security number) in a paper or electronic format. Electronic display format includes email or a web-based environment such as Canvas.

Retention of Papers, Tests, Student and Class Records - University policy dictates that any materials, hardcopy or electronic, that contribute to the determination of a course grade be maintained by individual faculty for one full academic year after the end of the semester. In addition, departments/programs must maintain all records pertinent to grades for any faculty no longer with the university.

SECTION 7: UNIVERSITY & COLLEGE STANDARDS & POLICIES CONT.

Eagle Mail - is Florida Gulf Coast University's student e-mail system. Your FGCU Eagle Mail account MUST be activated. If you are a first time student, you will need your PIN and Student ID, both of which are assigned at registration.

- If you don't know your PIN, you will need to go to the Registrar's office to retrieve it.
- To activate your account, visit <http://admin.fgcu.edu/IS/applications/studentaccts/activate.asp>.
- The Canvas (at <http://elearning.fgcu.edu>) will be used as the primary application for learning and communication. Additional course information may be distributed via Eagle Mail, so make sure you know how to retrieve your Eagle mails, and check it very frequently (at least once a day).
- Log in to Canvas at <http://elearning.fgcu.edu>. You need to use FGCU Eagle Mail account and password to log in.
- Assignments, instructions, and other course information on Canvas are integral components of the course material and are hereby incorporated as part of this syllabus.

The FGCU Writing Center - assists student writers through free, accessible, learning-based writing consultations. Our primary goals are to help students improve their abilities to think independently, to write critically, and to learn and implement strategies that will assist them in producing effective writing assignments. Consultants help writers with brainstorming, formulating a clear thesis, developing their

ideas, and revising. Writing Center sessions are designed to assist writers in improving their ability to revise independently. Writing Consultants also help writers identify issues of style and mechanics; however, **they do not edit or proofread**. The Writing Center is located in Library West, 202C. Library West is not accessible from the main Library building (Library East). Phone: 239/590-7141

SECTION 8: UNIVERSITY & SUPPORT RESOURCES

1. Useful FGCU Resources for Students:

ONLINE: Florida Gulf Coast University Catalog (<http://www.fgcu.edu/catalog/>)

ONLINE: Florida Gulf Coast University Student Guide Book (<http://studentservices.fgcu.edu/JudicialAffairs/>)

ONLINE: Florida Gulf Coast University Code of Conduct (<http://studentservices.fgcu.edu/JudicialAffairs/>)

2. Service-Learning

Information on integrating service-learning into the course and course syllabus is available online at <http://www.fgcu.edu/Connect/>

3. Distance-Learning

Information on distance learning courses is available online at <http://itech.fgcu.edu/distance/>

4. Online Tutorials

Information on online tutorials to assist students is available online at <http://www.fgcu.edu/support/>

5. Canvas Learning Management System and Demonstration Site Information on Canvas is available online at <http://canvas.fgcu.edu/> and <https://fgcu.instructure.com/courses/7692>

6. Library Resources

Main page: <http://library.fgcu.edu/>

Tutorials & Handouts: <http://library.fgcu.edu/RSD/Instruction/tutorials.htm>

Research Guides: <http://fgcu.libguides.com/>

Faculty Support: http://library.fgcu.edu/faculty_index.html

SECTION 8: UNIVERSITY & SUPPORT RESOURCES Cont.

7. LCOB Statement:

Center for Academic Achievement

The Center for Academic Achievement (CAA) provides academic support services to all FGCU students. Students can take advantage of our free peer tutoring and Supplemental Instruction sessions for lower-level math and science courses, as well as workshops to facilitate the development of skills necessary for college success. If you would like to participate in any of our programs, learn about tutoring services, or meet with an Academic Retention Coordinator, please visit the CAA in Library 103 or call us at (239) 590-7906. Our website is www.fgcu.edu/caa.

8. Protocol for Online Classes

Respondus Monitor – Remote, Online Exam Monitoring

In order to protect the integrity of online assessments that are delivered to students off site in a non-proctored location, this course may employ *Respondus Monitor* technology that will allow for the web-enabled monitoring of exams and quizzes. Students must own a computer device and an associated webcam that meet the minimum requirements of the University's standard remote monitoring system.

Additional information:

Respondus Monitor overview: <http://respondus.com/products/monitor/>

Respondus Monitor Faculty Training and Workshops: TBA

Respondus LockDown Browser – Classroom and/or Remote Online Exams

In order to protect the integrity of classroom *or* remote online exams, this course may employ *Respondus LockDown Browser* technology that will allow for the student's temporary restriction to a designated online testing website, disabling the ability to print, copy, access other applications or move to any other URL for the duration of the assessment. This technology may be used on campus in University computer classrooms *or* for remote delivery of quizzes and exams. [For online classes only: students must own a computer that meets the minimum requirements of the University's standard lock down browser application.] Additional information:

- *Respondus LockDown Browser* overview: <http://respondus.com/products/lockdown-browser/>
- *Respondus LockDown Browser* Faculty Training and Workshops: TBA

Lecture Capture Technology/FGCU Capture – Classroom Recording

This course may employ technology that will allow for audio and/or video recording of live classroom sessions. This lecture capture technology is utilized for the sole purpose of enhancing student learning. It may provide for supplemental student instruction via secure links to recorded session(s), the live stream of courses, presentations of off-site guest speakers and/or the delivery of course instruction utilizing “flipped classroom” methodologies. Student questions and/or comments may be included as a part of any session being recorded. See FGCU-CAPTURE for additional details and training <http://aets.fgcu.edu/fgcucapture.asp>

9. Counseling and Psychological Services (CAPS)

Counseling and Psychological Services (CAPS) provides free counseling and therapy services (including psychiatry) to all FGCU students. Please walk in to the second floor Howard Hall office any week day between 8:30 and 4:30 to schedule an initial contact appointment. Visit the CAPS website at www.fgcu.edu/caps for more information. CAPS offers a 24/7 Helpline at (239) 745-3277 (EARS).