## NRRT 460 Tourism Event & Conference Planning Colorado State University Fall 2023 – 3 credits

8/21/23 – 12/12/23

Course Syllabus

Days, Time, Location: MWF, 11:00-11:50 at			1:50 am, Nutrien 163	am, Nutrien 163 Canvas: <a href="https://colostate.instructure.com/">https://colostate.instructure.com/</a>	
Instructor:	Paul Layden	970-491-7393	paul.layden@colostate.edu		Office hours & sign-up for appointment
	he/his/him				https://warnercnr.colostate.edu/advising/
Co-Instructor:	Emily LeBlanc	N/A	emily.leblanc@colostate.edu	Office: 232 Forestry	Office hours: Mon, 12:30-4 pm
	she/her/hers				
Teaching Assist.:	Mia Li	469-900-9039	yanxi.li@colostate.edu	Office: 237D	Office hours: Wed, 10-11 am / Tue, 1:30-
	she/her/hers			Forestry	2:30 pm

In your phone, or the spaces below, please enter the names and contact information of two other students in the course if you miss a class or want to study together.

Name:\_\_\_\_\_\_ Phone #:\_\_\_\_\_ Phone #:\_\_\_\_\_ Phone #:\_\_\_\_\_ Phone #:\_\_\_\_\_ E-mail:\_\_\_\_\_ E-mail:\_\_\_\_\_ E-mail:\_\_\_\_\_ Phone #:\_\_\_\_\_ Phone Phon

## COVID-19 Information

All students are directed to report any COVID-19 symptoms to the university immediately, as well as exposures or positive test results from a medical provider or home test.

- If you suspect you have symptoms, or if you know you have been exposed to a positive person or have tested positive for COVID (even with a home test), you are directed to fill out the COVID Reporter (https://covid.colostate.edu/reporter/).
- If you know or believe you have been exposed, including living with someone known to be COVID positive, or are symptomatic, it is important for the health of yourself and others that you complete the online COVID Reporter. Do not ask your instructor to report for you.
- If you do not have internet access to fill out the online COVID-19 Reporter, please call (970) 491-4600.
- You may also report concerns in your academic or living spaces regarding COVID exposures through the COVID Reporter. You will not be penalized in any way for reporting.
- When you complete the COVID Reporter for any reason, the CSU Public Health Office is notified. Students who report symptoms or a positive antigen test through the COVID Reporter may be directed to get a PCR test through the CSU Health Network's medical services for students.

For the latest information about the university's COVID resources and information, please visit the CSU COVID-19 site (<a href="https://covid.colostate.edu/">https://covid.colostate.edu/</a>).

### Required Textbook

Introduction to the Meeting, Events, Expositions and Conventions Industry. 6th Ed. by George Fenich & Kristin Malek, Kendall Hunt Publishing, 2021. The textbook is on electronic reserve through the CSU Library and is accessible in Canvas at the top of the Modules page.

### **Other Readings**

Some readings are available online or there may be handouts in class that you will read and be tested on exams.

## Course Description

Foundation in planning, organizing, marketing, and producing special events and conferences. Functions and strategies necessary are covered for effective event management.

## Course Learning Objectives

Upon successful completion of this course, students will be able to:	Course assessment(s) that address this objective:
<ul> <li>Describe the scope and magnitude of the Meetings, Expositions, Events, and Conventions industry.</li> </ul>	<ul><li>Exam 1</li><li>In-class activity</li></ul>
<ul> <li>Differentiate the different types of entities that organize and sponsor different types of gatherings.</li> </ul>	<ul><li>Exam 1</li><li>Homework #2</li><li>In-class activity</li></ul>
<ul> <li>Describe the various knowledge, skills, and abilities that are necessary to be a successful event professional.</li> </ul>	<ul><li>Exam 1</li><li>In-class activity</li></ul>
<ul> <li>Explain the similarities and differences between a Destination Management Company versus a Destination Marketing Organization and how they serve the MEEC industry.</li> </ul>	<ul><li>Exam 1</li><li>Exam 2</li><li>Homework #1</li><li>In-class activity</li></ul>
• Identify various types of meeting sites, variation in service levels, potential hazards, set-up types and selection criteria.	<ul><li>Exam 1</li><li>In-class activity</li></ul>

Describe the different types of exhibitions and fundamentals of exhibit planning.	• Exam 2
	<ul> <li>In-class activity</li> </ul>
Summarize the role and types of service contractors in MEEC.	• Exam 2
	<ul><li>In-class activity</li></ul>
Describe the importance, issues and concepts related to food and beverage in	• Exam 3
MEEC.	<ul><li>In-class activity</li></ul>
Describe key components of legal issues in MEEC.	• Exam 3
	<ul><li>In-class activity</li></ul>
Describe the role and impact of technology on MEEC.	• Exam 3
	<ul><li>Homework #3</li></ul>
	<ul><li>In-class activity</li></ul>
• Explain green meetings, social responsibility, best practices and ways to become	• Exam 4
greener.	<ul><li>In-class activity</li></ul>
Describe key aspects of volunteer management in MEEC.	• Exam 4
	<ul><li>In-class activity</li></ul>
Explain the tasks and activities involved in planning a meeting or event.	• Exam 4
	<ul><li>In-class activity</li></ul>
Explain the issues involved in producing a meeting or event.	• Exam 4
	<ul><li>In-class activity</li></ul>
Describe several diversity, equity and inclusion considerations in MEEC.	• Exam 4
	<ul> <li>In-class activity</li> </ul>

## Instructional Methodology

Because of the interactive nature of this course, a variety of instructional methodology will be used, including, but not limited to: lecture, in-class group discussion, group activities, videos, audio clips, guest speakers, and exploration activities. Content from all these types of methodologies may be included on exams.

#### Canvas

Lecture outlines, some readings, and links to various references mentioned in class will be posted in Canvas. The syllabus will be regularly updated in Canvas; therefore, you must check the course in Canvas at least once a week if not several times a week.

## Assessments & Grading

The homework assignments in this class are specifically designed to complement the knowledge you learn in the classroom. The assignments should give you an idea of some of the types of activities and work that event and conference planners do. You will be evaluated based on your participation in class and performance on assessments. All reasonable efforts will be made to grade assignments and exams within 2 weeks of being submitted. If it will be longer than 2 weeks, students will be notified.

	Points
7 in-class group activities; 5 will count for a grade (29 points each)	145
4 exams (150 points each)	450
Homework 1 – DMO Profile	85
Homework 2 – Association Profile	85
Homework 3 – Productivity App Profile	<u>85</u>
	Total:1,000

<u>Grade Breakdown</u> - Grading in the course is traditional (A-F) and will be done on plus/minus scale based on the *total number of points* (not on a percentage) you receive where:

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967 – 1,000 A+ 867 – 899 B+ 767 – 799 C+ < 600 F
933 – 966 A 833 – 866 B 700 – 766 C
900 – 932 A- 800 – 832 B- 600 – 699 D
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## **Course Policies**

<u>Class Times</u> - Class will begin promptly at 11:00 am and go until 11:50 am.

Attendance and Participation – You are expected to attend class each day unless we shift to remote teaching or you are unable to attend. Students will be asking questions related to the content in class and we will occasionally have in-class discussions; both are opportunities to learn from each other. Please try your best to arrive to class on time. It is not only impolite, but it interrupts the learning process when someone walks in late to the classroom.

As per Colorado State University policy, students participating in university- sanctioned events such as NCAA athletics, club sports and competitions, conferences and workshops recognized by CSU not related to academics, commitments on behalf of CSU (ASCSU, marching band, etc.) and professional activities recognized by CSU related to academics will be allowed to make up missed work. Students anticipating sanctioned absences must provide the instructor with a list of absences from a coach, faculty, or staff member as soon as possible after the start of the semester. It is your responsibility to inform the instructor of any changes in dates.

If you miss class due to a personal crisis during the semester you must contact CSU Student Case Management and Referral Coordination (<a href="https://studentcasemanagement.colostate.edu/">https://studentcasemanagement.colostate.edu/</a>). This office provides crisis prevention and intervention services. In difficult situations, such as medical, mental health, behavioral, personal or family crisis, illness, or injury a student may find it difficult to navigate the resources and services available. Student Case Managers consult with students, faculty, staff, families, and providers to offer guidance on the next best steps. I will only work with students to give them extended deadlines, make-up assessments, or excused assessments that miss class due to a personal crisis if they have first contacted Student Case Management and their office has confirmed the crisis with me.

If you miss class, it is your responsibility to contact another student in the class and look at their notes and the lecture outline(s) in Canvas for the material you missed. If, after you review this information you have questions, please speak with the instructor. Please note that not all guest speakers will have their lectures available in Canvas so it is strongly recommended that you take notes.

<u>Exams</u> - There will be 4 exams. All exams will cover the assigned readings, guest speakers, lectures, in-class exercises, handouts, audio clips and videos. The exams will not be cumulative across the semester; they will only cover information since the last exam. Exams will be closed note and closed book.

**Exams will begin promptly at the beginning of the class period.** If you miss an exam you will **NOT** be allowed to make it up, **unless you have notified the instructor BEFORE the date of the exam that you were going to miss it.** 

There are practice quizzes for each exam in Canvas under the "Quizzes" link. These questions are representative of the types of questions you will see on each exam. These quizzes do not count for any points and you can take them as many times as you want.

<u>Classroom Conduct and Expectations</u> - It is important to maximize opportunities for learning. Therefore, all students are expected to be attentive, polite, and not distract the instructor or other students. Private conversations, reading newspapers, sleeping, coming to class late or leaving early are out of place in a learning environment. If you are disturbing the class or detracting from the learning environment, **THE INSTRUCTOR WILL TALK TO YOU ABOUT YOUR BEHAVIOR THAT IS INTERRUPTING THE CLASS AND RESERVES THE RIGHT TO ASK YOU TO LEAVE THE ROOM AS PER UNIVERSITY POLICY.** You are welcome to join the class at the next lecture.

Personal electronic devices — With the exception of audio recording or assistive devices for a disability, all electronic devices must be turned off during lectures and guest speakers. If you have a home, family or work situation that requires you to have a pager or cell phone turned on, please discuss this with the instructor after the first class. You are welcome to use a tablet or laptop to take notes during class and/or to record the audio of lectures. Students may occasionally be allowed to use smartphones, tablets, and laptops during in-class exercises to look up information online if they would like. If your cell phone rings, you are talking on your phone, or you are seen texting or wearing headphones during lectures and guest speakers, the instructor reserves the right to ask you to put the device away or confiscate the device from you and you can pick it up at the end of that class period.

Reading Assignments - The reading assignments are to be completed BEFORE class.

<u>Online Expectations</u> - You must **log-on to Canvas at least once a week** if not more frequently. Grades for assessments will be posted in Canvas as soon as they are graded.

<u>The Importance of a College Syllabus</u> - Your college syllabus in ANY college class is a roadmap to success. You should always keep your syllabi with your class notes. Periodic updates will be made to the syllabus in Canvas and announced in class. Hence, you should check Canvas frequently for changes in dates and topics.

<u>Academic Integrity and Academic Misconduct</u> – This course will adhere to the Academic Integrity/Misconduct policy in the Colorado State University General Catalog and the Student Conduct Code (<a href="http://catalog.colostate.edu/general-catalog/policies/students-responsibilities/#academic-integrity">http://catalog.colostate.edu/general-catalog/policies/students-responsibilities/#academic-integrity</a>) which reads in part as follows:

"Faculty/Instructors are expected to use reasonably practical means of preventing and detecting academic misconduct. Any student found responsible for having engaged in academic misconduct will be subject to academic penalty and/or University disciplinary action. Students are encouraged to positively impact the academic integrity culture of the University by reporting incidents of academic misconduct.

Examples of academic misconduct include (but are not limited to):

- 1) Cheating
- 2) Plagiarism
- 3) Unauthorized possession or disposition of academic materials
- 4) Falsification, and
- 5) Facilitation of any act of academic misconduct."

If a student violates or is suspected of violating Colorado State University's policy on Academic Integrity/Misconduct the instructor will following CSU's procedure on handling the matter. According to Dictionary.com, plagiarism means "to use and pass off (the ideas or writings of another) as one's own; to appropriate for use as one's own passages or ideas from (another); or to put forth as original to oneself the ideas or words of another". Beyond that, "plagiarism, a form of intellectual dishonesty, involves unintentionally using someone else's work without properly acknowledging where the ideas came from (the most common form of plagiarism) or intentionally copying someone else's work and passing it off as your own (the most serious form of plagiarism)" (Palmquist, 2003, The Bedford Researcher, pp. 173-174).

Each exam will have an Honor Pledge for students to sign, or they can write out the following statement on their exam or homework and sign next to it: "HONOR PLEDGE: I have not given, received, or used any unauthorized assistance". A student's decision to forego signing the honor pledge will not be used as evidence of academic misconduct and shall not negatively impact a student's grade.

If you are uncertain about CSU's expectations for your academic work, please consult the Academic Honesty and Integrity Program website. You can also view a short video of CSU students discussing academic integrity in their own words. Please also see the linked information on appropriate approaches to collaborating with your peers and when using third-party study/help sites could be problematic.

<u>Use of Homework Helper Websites or Apps</u> - The use of online "homework helper" sites or apps including, but not limited to, Chegg, NoteHall, Quizlet, and Koofers is not permitted in this course. Please reach out to the instructor to discuss if a specific service you are thinking about using for this course is acceptable.

Use of these types of resources will be considered receiving unauthorized assistance and, therefore, a violation of the student conduct code. Using them may result, at the discretion of the instructor, in a zero for the course, assignment, quiz, or exam. All incidents of this type will be referred to the CSU Student Resolution Center and may be subject to additional University disciplinary action.

Additionally, uploading any resources that the instructor provides to the student as a part of this course to a "homework helper" site without the instructor's permission is prohibited. Students found uploading or sharing materials with these types of sites will be reported to the CSU Student Resolution Center and may be subject to additional University disciplinary action.

Writing and Grammar - It is expected by this point in your academic career you have developed very good writing skills. Consequently, written work is expected to be concise and organized with minimal errors. Grammar and spelling will be regular criteria for grading. If you do poorly on an assignment, you will not be allowed to revise and resubmit it. Therefore, you are strongly encouraged to HAVE SOMEONE PROOFREAD YOUR ASSIGNMENTS before you submit them if you have difficulty with grammar and spelling (software-based grammar and spell-checkers don't always catch everything). Additionally, you are welcome to use the services of the CSU Writing Center (http://writingcenter.colostate.edu).

<u>Communication</u> - If you send an email to the instructor you must communicate professionally in that email. That means there is descriptive text in the subject line, a greeting, a body stating the purpose of the mail, a closing, and a signature area. If the instructor sends an email to you, they will send it to CSU account. It is your responsibility to regularly check this account, or, have it forwarded to an external email account (i.e., Gmail, Yahoo, Hotmail, etc.) and make sure that your spam filters allow emails from the rams.colostate.edu domain through to your inbox. For more information, please go to https://eid.colostate.edu/.

<u>Late Assignments</u> - **Ten percent (10%) of the points per working day (Mon-Fri) will be taken off for any assignment turned in late**. Assignments submitted 5 working days after their due date will be recorded as a zero.

<u>Extra Credit</u> - There will be **no extra credit** allowed in NRRT 460. All of the assignments, their associated points, and due dates are spelled out here in the syllabus. Assignments will be handed back as soon as they are graded. You can see what your grade is at any point in the semester by going into Canvas.

Reasonable Accommodations – Documented Disabilities - Please notify the instructor if you will need reasonable accommodations for a documented disability. The Student Disability Center (<a href="https://disabilitycenter.colostate.edu/">https://disabilitycenter.colostate.edu/</a>) has the authority to verify and confirm the eligibility of students with disabilities for the majority of accommodations. While some accommodations may be provided by other departments, a student is not automatically eligible for those accommodations unless their disability can be verified and the need for the accommodation confirmed, either through SDC or through acceptable means defined by the particular department. Faculty and staff may consult with the Student Disability Center staff whenever there is doubt as to the appropriateness of an accommodative request by a student with a disability.

The goal of SDC is to normalize disability as part of the culture of diversity at Colorado State University. The characteristic of having a disability simply provides the basis of the support that is available to students. The goal is to ensure students with disabilities have the opportunity to be as successful as they have the capability to be. Support and services are offered to students with functional limitations due to visual, hearing, learning, or mobility disabilities as well as to students who have specific physical or mental health conditions due to epilepsy, diabetes, asthma, AIDS, psychiatric diagnoses, etc. Students who are temporarily disabled are also eligible for support and assistance.

Any student who is enrolled at CSU, and who self-identifies with SDC as having a disability, is eligible for support from SDC. Specific accommodations are determined individually for each student and must be supported by appropriate documentation and/or evaluation of needs consistent with a particular type of disability. SDC reserves the right to ask for any appropriate documentation of disability to determine a student's eligibility for accommodations as well as in support for specific accommodative requests. The accommodative process begins once a student meets with an accommodations specialist in the Student Disability Center.

<u>Title IX/Interpersonal Violence</u> - For the full statement regarding roles and responsibilities about reporting Harassment, Sexual Harassment, Sexual Misconduct, Domestic Violence, Dating Violence, Stalking, and the retaliation policy please go to <a href="https://oeo.colostate.edu/sexual-harassment/">https://oeo.colostate.edu/sexual-harassment/</a>

If you feel that your rights have been compromised at CSU, several resources are available to assist:

- Student Resolution Center, 200 Lory Student Center, (970) 491-7165
- Office of Equal Opportunity, 101 Student Services, (970) 491-5836

A note about interpersonal violence - If you or someone you know has experienced sexual assault, relationship violence and/or stalking, know that you are not alone. Instructors are required by law to notify university officials about direct or indirect disclosures related to interpersonal violence. Confidential victim advocates are available 24 hours a day, 365 days a year to provide support related to the emotional, physical, physiological and legal aftermath of interpersonal violence. Contact the Victim Assistance Team at: (970) 492-4242.

<u>Financial and Food Resources</u> - Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact your academic advisor or the Dean of Students for support.

CSU is committed to supporting students who are experiencing undue hardship and providing emergency funds when possible and food relief for our CSU community. If you find yourself in need of emergency funds, please contact the instructor for information about the Department of Human Dimensions of Natural Resources Rough Patch Rescue Fund, reach out to the Office of Financial Aid, and if you are seeking food relief, please go to the Rams Against Hunger webpage to see which sources of support you are eligible to access https://lsc.colostate.edu/slice/slice-engagement/rams-against-hunger/

<u>Undocumented Student Support</u> - Any CSU student who faces challenges or hardships due to their legal status in the United States and believes that it may impact their academic performance in this course is encouraged to visit <a href="https://undocumented.colostate.edu">https://undocumented.colostate.edu</a> for resources and support. Additionally, only if you feel comfortable, please notify the instructor so they may pass along any additional resources they may possess.

<u>Religious Observances</u> - CSU does not discriminate on the basis of religion. Reasonable accommodation should be made to allow individuals to observe their established religious holidays. Students seeking an exemption from attending class or completing assigned course work for a religious holiday will need to fill out the Religious Accommodation Request form and turn it in to the Division of Student Affairs, located on the second level of the Administration building.

Students can obtain a form online <a href="https://studentaffairs.colostate.edu/resource/religious-accommodation-request-form/">https://studentaffairs.colostate.edu/resource/religious-accommodation-request-form/</a> or from the Division of Student Affairs. Once turned in, the Division of Student Affairs will review the request and contact the student accordingly. If approved, the student will receive a memo from the Dean of Students to give to their instructors. Students are asked to turn in the request forms as soon as the conflict is noticed. Similarly, unanticipated conflicts requiring a religious observance, such as a death in the family, can also be reviewed.

## **CSU Principles of Community**

*Inclusion*: We create and nurture inclusive environments and welcome, value and affirm all members of our community, including their various identities, skills, ideas, talents and contributions.

Integrity: We are accountable for our actions and will act ethically and honestly in all our interactions.

*Respect*: We honor the inherent dignity of all people within an environment where we are committed to freedom of expression, critical discourse, and the advancement of knowledge.

*Service*: We are responsible, individually and collectively, to give of our time, talents, and resources to promote the well-being of each other and the development of our local, regional, and global communities.

Social Justice: We have the right to be treated and the responsibility to treat others with fairness and equity, the duty to challenge prejudice, and to uphold the laws, policies and procedures that promote justice in all respects.

If you are concerned about your grade in NRRT 460 then you should come see one of the instructors AS SOON AS POSSIBLE. Do not wait until the end of the semester if you are having problems with the lectures, assignments, or exams.

# Course Schedule and Reading Assignments << Subject to modification >>

You will be notified of all changes online and changes will be announced in class. The readings below refer to chapters in the textbook or links or files in the "Readings" section of the course in Canvas.

## GREEN modules will be done by Emily LeBlanc

Week	Date	Topics	Reading Assignment	Homework Due		
1	Aug 21	Course introduction, format, expectations, and syllabus; Canvas				
	Aug 23	Module 1: Introduction to The Meetings, Expositions,	Chantor 1	Student Information Survey		
	Aug 25	Events, and Conventions Industry	Chapter 1			
2	Aug 28	Module 2: Meeting, Exhibition, Event, and Convention	Chapter 2			
	Aug 30	Organizers and Sponsors				
	Sep 1	Module 3: Destination Marketing Organizations	Chapter 3			
3	Sep 4	NO CLASS LABOR DAY				
	Sep 6	Module 3: Destination Marketing Organizations	Chapter 3			
	Sep 8	Homework #1 In-class workday – bring laptop to class				
	Sep 11		Chapter 4			
4	Sep 13	Module 4: Meeting and Convention Venues	"RFPs For Meetings and Events: The Ultimate Guide"			
	Sep 15	Module 5: Exhibitions and Trade Shows	Chapter 5	Homework 1 due by 11:59 pm MT, Fri, 9/15/23		
	Sep 18	EXAM 1 – syllabus, chapters 1-4				
	Sep 20	Module 5: Exhibitions and Trade Shows				
5	Sep 22	Field Trip – CSU Canvas Stadium - Meet at 11:00 am at the West Premium Entrance on the west side of stadium				
	Sep 25		Chapter 6			
6	Sep 27	Module 6: Service Contractors	"Planners Share Pros and Cons of Working With Unions" "Sample Exhibitor Service Manual" (skim this document)			
	Sep 29	Homework #2 in-class workday – bring laptop to class				
	Oct 2	Module 7: Destination Management Companies	Chapter 7			
7	Oct 4	Module 7. Destination Management Companies	Chapter 7			
	Oct 6	Module 8: Special Events Management	Chapter 8	Homework 2 due by 11:59		
8	Oct 9		· .	pm MT, Fri, 10/6/23		
	Oct 11	EXAM 2 - chapte	ers 5-7, field trip			
	Oct 13					
	Oct 16	Module 9: Food and Beverage	Chapter 9			
9	Oct 18	and all of the servings	Chapter 5			
	Oct 20					

	Nov 3	Module 11: Technology and the Meeting Professional	"TikTok For Event Marketing : Viral Trend You			
	Nov 3					
			Need To Follow In 2022"			
12	Nov 6	Module 12: Sustainable Meetings and Events	Chapter 12 "Lanyard to landfill: Swag should evolve or die, CSU professor says"			
	Nov 8	EXAM 3 - chapters 8-11				
ľ	Nov 10	Module 12: Sustainable Meetings and Events	Chapter 12			
	Nov 13	Module 13: Planning MEEC Gatherings	Chapter 13			
13	Nov 15	Sustainable Meetings Panel Discussion  - Aaron Fodge – Alternative Transportation, CSU  - Stacey Baumgarn - Campus Energy Coordinator, CSU  - Dr. Sonali Diddi – Associate Professor, Design & Merchandising, CSU				
	Nov 17	Module 13: Planning MEEC Gatherings	Chapter 13			
14		Nov 20-24, 2023 NO CLASS – FALL RECESS				
	Nov 27	Mandada (A. Dandanian Mantingan and Sanata	Charatan 4.4			
15	Nov 29	Module 14: Producing Meetings and Events	Chapter 14			
	Dec 1	Module 15: Volunteer Management for Events	de Lisle chapter	Homework 3 due by 11:59		
	Dec 4	iviodule 15. Volunteer ivianagement for Events		pm MT, Fri, 12/1/23		
	Dec 6		"The Critical Importance of			
	Dec 8	Module 16: Diversity & Inclusion in Events	Diversity, Equity and			
			Inclusion in the Meetings			
16			and Hospitality Industries"	Course evaluation		
			"The State of Inclusion in			
			"The State of Inclusion in			
			Meetings & Events – MPI			
			Foundation"			
17	Dec 12	EXAM 4 – chapters 12-14, de Lisle chapter, Diversity &		nel discussion Tue, Dec 12,		

Revised September 14, 2023