

**GEORGE MASON UNIVERSITY**  
**School of Recreation, Health, and Tourism**

**PRLS 310 - Program Planning and Design (003) (3)**  
**SPRING 2013**

Day/Time:	M 4:30 - 7:10 PM	Location:	Innovation Hall 137
Instructor:	Ivan Levin	Email:	ilevin@gmu.edu
Office:	N/A	Phone Number:	540-818-5818 9am-9pm
Office Hours:	By Appointment		

**PREREQUISITE(S):** PHED 200, PRLS 210, SPMT 201, or TOUR 200.

**COURSE DESCRIPTION:** Fundamental principles and techniques of the planning process for health, fitness, and recreation programs. Covers specifying an area of need; goals, objectives, and mission statement; generating solutions; and selecting a program design for implementation.

**COURSE OVERVIEW:** The course provides the benefits-based components of programming across all concentrations and two degrees in RHT. It has been designed to include fundamental principles and techniques of the planning process for exercise science; health promotion; parks, outdoor, and therapeutic recreation; sport management; and tourism and events management. Using theoretical models, students will design a **Written Program Plan** that outlines all of the programs to be accomplished in **(a)** twelve(12) *Program Design Forms* using **(b)** ten (10) *program classifications* around a to be announced (tba) theme for at least **(c)** *fourteen (14) hours* in length. It will be designed as if it would occur in the future in and at a location on a GMU Campus. Based on lectures, the text, and outside sources, this course's **Written Program Plan** creates the beginning of a student major's RHT portfolio. Each student will add to their portfolio's theme driven **Written Program Plan** throughout their future semesters' coursework, including core courses HEAL 323, PRLS 450, PRLS 460, and the 490-General Education synthesis internship course. The portfolio has provided validation to employers to hire both interns and employees and students have used their **Written Program Plan** on their site.

**COURSE OBJECTIVES:** At the completion of this core course towards a BS in Health, Fitness, and Recreation Resources (HFRR) and Tourism and Events Management (TEM) in RHT students should be able to:

1. Formulate a personal programming philosophy.
2. Justify the **Written Program Plan's** benefits for participants after choosing program elements within their concentration/degree of either exercise science; health promotion; parks, outdoor, and/or therapeutic recreation; sport management; or tourism and events management.

3. Prepare measurable goals relevant to their target participants and setting.
4. Accurately demonstrate in the **Written Program Plan** the responsibilities of a programming professional.
5. Complete a polished **Written Program Plan** for submission that can be used in future RHT courses, for documentation toward a 490 internship, and/or for professional placement.

Further, upon completion of this course, students will meet the following professional accreditation standards for NRPA Council on Accreditation for Parks, Recreation, Tourism & Affiliated Programs:

- 8.09 Understanding of the roles, interrelationships, and use of diverse delivery systems addressing recreation, park resources, and leisure.** *Content to consider: An understanding of the public, private, profit, and not-for-profit delivery systems that address the leisure needs of the public, how they work together, and their importance.*
- 8.10 Understanding of the importance of leisure service delivery systems for diverse populations.** *Content to consider: The impact of leisure service delivery systems on a wide diversity of populations, (i.e., mental, physical, aged, youth, multicultural etc.).*
- 8.13 Understanding of the variety of programs and services to enhance individual, group, and community quality of life.** *Content to consider: content and purpose of programs and services that relate to individual and group goals and values, benefits of the leisure experience, theories of programming, knowledge of participant behavior, and participant-driven programs that promote quality of life.*
- 8.14:02 Development of outcome-oriented goals and objectives.** *Content to consider: Development of outcome-oriented goals and objectives based upon formal needs assessment.*
- 8.14:03 Section and coordination of programs, events, and resources.** *Content to consider: Availability and accessibility of programs, resources and facilities; the social and physical environment of the setting within the greater community; and the integration and coordination with public, nonprofit and private sectors of programs within and outside the direct service area.*
- 8.14:05 Preparation, operation, and maintenance of venues.** *Content to consider: Planning, organizing, developing, and scheduling of routine, preventive, and emergency maintenance and operational tasks; managing of operational and maintenance personnel; and maintenance and replacement of equipment, natural resources, and structure and systems maintenance.*

**NATURE OF COURSE DELIVERY:** Face to Face

**REQUIRED READINGS:** Rossman, J. Robert and Schlatter, Barbara E. (2011). *Recreation Programming: Designing and Staging Leisure Experiences* (Sixth Edition). Sagamore Publishing.

**ACADEMIC INTEGRITY:** GMU is an Honor Code University; please see the University Catalog for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? First, it means that when you are responsible for a task, you will be the one to perform that task. When you rely on someone else's work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives and traditions. When in doubt, please ask for guidance and clarification.

**EVALUATION:** This course will be graded on a percentage point system, with a total of 100 possible percentage points.

Requirements	Percentage Points
<b>3 Exams</b> at 12.5 % Each	30%
<b>Written Program Plan</b> for RHT Portfolio (completed in teams to include a marketing presentation)	35%
<b>Program Design Forms</b>	10%
<b>Volunteer</b> for community program and Evaluate (individually volunteer, completing hours and evaluation)	10%
<b>Class Participation</b> (pop quizzes, paper/pencil exercises, etc.)	5%
<b>4 Analysis Paragraphs</b> of professional articles on program programming and the relevance (or lack of) for your <b>Written Program Plan</b>	10%
Total	100%

*Grading Scale*

A = 94-100	B+ = 88-89	C+ = 78-79	D = 60-69
A- = 90-93	B = 84-87	C = 74-77	F = 0-59
	B- = 80-83	C- = 70-73	

**ASSIGNMENTS:**

*Attendance Policy:* Mason Catalog: "Students are expected to attend the class periods of the courses for which they register. In-class participation is important to the individual student and to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of non-participation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus."

There is NO make-up work.

Accordingly, in this course, absences, tardiness, or early departure are considered de facto evidence of non-participation. Three tardies, and/or early departures (including putting head on the desk and closing one's eyes) equal one absence. Class Participation grades are taken daily and any unexcused absence will result in a 0 for that day. Three or more absences without advance permission or a doctor's note on letterhead will result in 0 points for Class Participation in the final grade.

If you miss a class, it is your responsibility to obtain class materials (notes, handouts, etc.) from sources other than the instructor. Only then should you approach the instructor for questions.

**All assignments are due at 4:30 PM, the beginning of class on the assigned day. No late work will be accepted without a doctor's note on letterhead.** Written work is to be typed and spell checked to avoid point deduction. Tests must be taken on assigned days unless approved ahead of time and **no class participation make-ups** will be available.

#### *Assignment Summaries*

#### **WRITTEN PROGRAM PLAN FOR RHT PORTFOLIO**

Each student must purchase **1 soft, 3-ring binder for you and the team will purchase 1 soft 3-ring binder team copy. All binders need typed and professionally *labeled* index tabs. No plastic sleeves may be used in either the individual or team binder. Both the individual's binder for each team and the team's binder will look EXACTLY alike and be turned in all together.** Each individual will get their copy back and the team's identical copy retained for future programming purposes.

The typed title page embellished with pictures and clip art will appear on the first page of both individual and team copies. Each index tab will be typed and professionally *labeled* with the numbered parts of the Program Plan listed below (Part 1). The first index label will say #1 (Mission and Philosophy); next #2 (Need for the Program); followed by #3 (Design Goals of the Program); then #4 (Operation Details); then #5 (Program Design Forms); and last #6 (Program Evaluation). Throughout the semester as each numbered item is completed, embellish pages with pictures, clip art, and appealing consistent fonts to enhance the overall professional appearance.

#### **VOLUNTEER**

Each individual will - independent of his/her team - work as a volunteer for a specific event in the Fairfax, Loudoun, or Prince William communities. Activities, days, times, and evaluation criteria will come later. Students will not pass the course without completing the volunteer component, including contact hours and evaluation of the event.

## PROFESSIONAL ARTICLE ANALYSIS

For each article analysis, each individual will - independent of his/her team - research a recently published article in a professional journal and write up to a single page paper addressing (1) the important information you gleaned from the article (2) how you could use that information as a program planner (3) why you think the information is or isn't helpful (4) complete citation using APA style required.

For the fourth article analysis, an individual may substitute an original press release (similar to the example on p.262 of the text) for the article analysis.

Examples of Professional Journals:

- AAHPERD    The Journal of Physical Education, Recreation & Dance ([www.aahperd.org](http://www.aahperd.org))  
by the American Alliance of Health, Physical Education, Recreation, & Dance
- AAPRA      Journal of Park and Recreation Administration ([www.aapra.org](http://www.aapra.org)) by the American  
Academy for Park and Recreation Administration
- NIRSA      RSJ -- Recreational Sports Journal ([www.nirsa.org](http://www.nirsa.org)) by the National Intramural-  
Recreational Sports Association
- NRPA      Parks & Recreation Magazine ([www.nrpa.org](http://www.nrpa.org)) by the National Recreation and  
Park Association  
Therapeutic Recreation Journal ([www.nrpa.org](http://www.nrpa.org)) by the National Recreation and  
Park Association in cooperation with Sagamore Publishing LLC

### *Student Expectations*

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

### *Campus Resources*

- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].

**CORE VALUES COMMITMENT:** The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.



**TENTATIVE COURSE SCHEDULE:**

DATE			TOPIC	READING	ASSIGNMENT DUE
M	January	28	Introduction & Syllabus		
M	February	4	Basic Programming Concepts and How Individuals Experience Leisure	Ch 1 Ch 2	Teams Established
M		11	Six Key Elements of a Situated Activity System Outcome-Based Programming GMU Databases	Ch 3 Ch 4	
M		18	Guest Developing Leisure Products in the Experience Economy Preparing the Program Plan	Ch 5 p 107-110	1st Article Analysis
M		25	Test I		Collaborative Learning Agreement
M		March	4	Using Goals and Objectives in Program Development	Ch 6 Ch 13
M	18		Developing the Agency's Programming Mission Developing Strategic Directions: Writing Program Management Goals	Ch 7 Ch 8	<b>3 Program Design Forms per Team</b>
M	25		Obtaining Participant Input Writing Program Design Goals		
M	April	1	Test II	Ch 9 Ch 10	3rd Article Analysis
M		8	Program Design Creative Programming, Age Groups		
M		15	Techniques for Program Promotion Scheduling	Ch 11 Ch12, Ages & Stages	
M		22	Staffing and Supervising Program Operations Making Decisions About Program Services	Ch 14	4th Article Analysis or Press Release
M		29	Test III	Ch 15* Ch 16	Volunteer Timesheet &

M	May	29	Test III	Chap 22	Analysis
M		6	Group Presentations		<b>1 Program Plan from everyone PLUS 1 from Team</b>
M		13	EXAM PERIOD – Pick up Graded Group Projects – NO FINAL		

*Note: Faculty reserves the right to alter the schedule as necessary.*

### **WRITTEN PROGRAM PLAN FOR RHT PORTFOLIO** (from text Ch 13)

#### **I. THE PROGRAM PLAN**

- A. Enticing Overall Program Design Title** - Make sure that not only your overall program plan title is enticing but also each individual **Program Design Form** has a unique title to attract clients like those featured in *Fairfax County Parktakes*, for example.
- B. Mission and Programming Philosophy**
  1. *Mission* – 1 complete paragraph
  2. *Programming Philosophy* - What is your program trying to achieve, including overall benefits for the client? 1 complete Paragraph.
- C. Need for the Program** - Convince your staff, supervisors and funders of the need for your program plan based on referenced data that you have researched.
- D. Program Goals and Objectives** - Required a total of 10 statements (a combination of program and behavioral objectives) as defined in class and presented in the text. The objectives must be specific, observable, and measurable for future evaluation.
- E. Operation Details.**
  1. *Venue Arrangements* - A specific listing of all areas to be used in the **Written Program Plan**. All venues should be specifically described to include a map of the facility and/or layout of the overall facility.
  2. *Special Arrangements* - Contractual arrangements for *transportation*, outside *entertainment* coming in, or *concessions* should be listed on this page. For example: "Arrangements with a local bus company will be negotiated to pick up participants at their residence and return them." Parade permits; liability insurance; or special maintenance services can also be listed in a generic way like the above example. Please provided examples or mock-ups of each form presented.
  3. *Inclusion Plan* - Agencies are required to provide reasonable accommodations in programming for people with disabilities. If not they could face a suit due to the Americans with Disabilities Act (ADA). Based on the class lectures and references from the Office of Disability Services website <http://ods.gmu.edu> list ways to make the program inclusive perhaps through such examples as:



- a. Adaptive equipment or assistive devices will be available upon request.
  - b. An individual coach will be available for people who need one-on-one assistance.
  - c. Specific accommodations and/or modifications based on your target population...grandparents (seniors), parents (adults), teens, children, infants, and any age group who may have a physical or mental challenge.
  - d. State if specific modifications can be found on each program plan form.
  - e. Be detailed and explain across all programs and activities.
4. *Equipment and Supply Needs* - List 2 itemized inventories:
- a. All necessary equipment needed to run the entire program from the **Program Design Forms** including the number necessary (but not cost\*)
  - b. All necessary supplies needed to run the entire program from the **Program Design Forms** including the number needed for the maximum number of clients.
5. *Promotion Plan* - A web page mock-up which could be clicked on from the Mason website to convey:
- a. All w's - who, what, when, and where
  - b. Beneficial outcomes for participants or why to engage in this program.
  - c. Target market punch using words, font, and colors to attract that participant.
  - d. Please make sure this is a traditional webpage. Social media is a great additive but not the expectation for this section.
6. ***Budget and Pricing Information (will be taught in another course and added later).***
7. ***Registration Plan (not in this initial plan).***
- 8a. *Staffing and Staff Orientation Plan* -- A list of all permanent staff needed to run the program.
- a. Use fictitious names.
  - b. Each staff's job title.
  - c. Certifications and/or expertise for each.
  - d. Job Description must be included.
- 8b. *Staffing and Staff Orientation Matrix* as described in class that shows the staff for all 12 activities over at least 14 clock hours using 10 program classifications:
- a. Who is to be...
  - b. ...Teaching what

- c. Location they are to report to facilitate.
  - d. When they are to report.
9. **Management Plan (will be taught in another course and added later).**
  10. *Cancellation Plan* -- Events don't cancel themselves. In case of rain, if any part of the plan is outside, state a back up space or alternate date planned. List a contingency plan if promised transportation doesn't arrive on time. Be detailed and write in paragraphs.
  11. *Set-Up* -- Assume custodial crew will set up each space prior to participants' arrival. Provide usual layouts for **Program Design Forms'** activities within each programmed space used to show:
    - a. Arrangement of chairs and/or desks and big equipment
    - b. Speaker or leader's position among participants.
    - c. Any specific atmosphere can be detailed here.
  12. *Risk Management Plan* -- Attempts are made to anticipate all types of risks associated with your plan. List the risk and how it will be controlled. List the forms that will be on file to be utilized when running the program plan.
  13. *Animation Plan* -- A master schedule for all of your Program Design Forms needs to be developed and thought must be given to how people will move from one program to the next. You may elaborate on each program in the Program Design Forms.
  14. *Program Wrap Up* -- Explain how the program will end. If you are holding a closing ceremony you must include an animation plan for the ceremony. Be sure to include the following:
    - a. Plan for correspondence, any awards, and post-event press release.
    - b. Take down plan to return the site to normal operation for anything that will not be handled by the custodial crew.
    - c. Plan for how people will exit the program.
    - d. Timeline for preparing to repeat the program or a similar one.
- F. **Program Evaluation (will be taught in another course and added later).**

## II. INDIVIDUAL PROGRAM DESIGN FORMS

**Twelve (12) Program Design Forms** -- With each **Program Design Form**, assume you are not facilitating so everything must be spelled out. As a result, each *Description of Activity* must be a detailed blueprint, lesson plan, storyboard, and cookbook-like description that someone else can pick up and facilitate. Complete references using APA style are required for each **Program Design Form** so that the facilitator could acquire further information. **All Program Design Forms require a complete reference at the bottom.**

1. Researched sources may include databases, journals, magazines, the web, books, manuals, etc... that identifies examples, equipment, or DVDs to be used for that activity. Be sure to use the right format appropriate for each activity.
2. *Use ten (8) Program Classifications* -- 8 of the 10 activity classifications on p90 of the text must be used at least once as an activity on a **Program Design Form**.
3. ***Program Design form hours*** -- Each **Program Design Form** must run for at least 30 minutes in length and no more than 90 minutes. The total number of programmed hours must be a minimum of 14 clock hours.
4. ***Important*** -- To be worthy of a **Program Design Form**, there must be an *instruction* component. Activities that run themselves can be a part of the program plan design, but are not worthy of a **Program Design Form**.

1"  
Margins

## SAMPLE ARTICLE ANALYSIS

PRLS 310  
Spring 2013  
Article Analysis #x  
Month #Day, #Year

Analysis of: "Article on Program Planning" by Author Name  
by  
Student First & Last Name

Paragraph one discusses the information contained in the article: the author's theory or research. You may want to include two or three specific facts you gleaned from the article.

Paragraph two develops paragraph one through the lens of a program planner. You need to explain how the author's theory could be put into practice by a programmer. This may also be where you tell the reader why you think the author's research would be helpful or harmful to your work as a programmer. However, if the paragraph is too long, you may choose to put it in another paragraph.

Paragraph three is a nice and concise summary of the points you have made in your analysis.

### Bibliography

Author Last, Author First Initial. (####year). Name of the article is in plain type. *Title of the Journal is in italics. Followed by Journal #, Page #s.*

Text  
Body is  
Double  
Spaced

Citation  
is in  
APA  
Style

**PRLS 310 - Program Planning and Design (003) – Spring 2013**

**Volunteer Hours Timesheet**

Please PRINT clearly unless otherwise specified.

**Student Volunteer Information**

Name: (First) \_\_\_\_\_ (Last) \_\_\_\_\_

Total Number of Student Volunteer Hours: \_\_\_\_\_

**Program Information**

Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Location: \_\_\_\_\_

Date: \_\_\_\_\_ Program's Scheduled Time: From: \_\_:\_\_ AM/PM To: \_\_:\_\_ AM/PM

**To be completed by the program supervisor**

Student Volunteer arrived at \_\_:\_\_ AM/PM Student Volunteer left at \_\_:\_\_ AM/PM

Please answer Yes or No to these statements:

- The student volunteer was properly dressed. **YES / NO**
- The student volunteer arrived on time and prepared. **YES / NO**
- The student volunteer was helpful. **YES / NO**
- The student volunteer asked appropriate questions. **YES / NO**
- The student volunteer interacted with the served population in an appropriate manner. **YES / NO**

Please Print Your Name: \_\_\_\_\_

Please Sign Your Name: \_\_\_\_\_

Please Print Your Title: \_\_\_\_\_

Phone: (\_\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_ Email: \_\_\_\_\_

Thank you very much for your time and assistance.

**To be completed by the student**

Please attach a typed statement (APA style) addressing as many of following topics as you can:

- What did you expect?
- Were your expectations met?
- What did you witness?
- Who was the target population?
- Do you have any thoughts concerning the target population?
- Were the target population's needs met?
- Do you think the target population enjoyed the program? Why?
- Describe the setting (you may use a map).
- List or describe any equipment.
- Describe the role of the programmer in the program.
- Describe your role in the program.
- Do you think the program is transferrable? Why?
- Do you think the program was a success? Why?
- Is this a program YOU would like to conduct in your future career? Why?

Please attach any handouts from the program.

Please attach a copy of any agenda or lesson plan or program design forms you may have been provided with.

Please attach any promotional materials for the program.

**PRLS 310 - Program Planning and Design - Spring 2013**  
Collaborative Learning Agreement

We, the undersigned, agree on the following obligations for the group work done during PRLS 310: **Please fill out, sign, and hand it in to your instructor.**

Group Name: \_\_\_\_\_

Program Site: \_\_\_\_\_

Expected group behavior: (at least three expectations)

**Example: Each team member will equally share in the responsibilities and share with the group...**

Unacceptable behavior: (at least three negative behaviors)

**Example: Miss a group meeting without informing a team member in advance.**

Failure to follow obligations will result in the following:

**Example: Expulsion after two warnings from the rest of the team members.**

Date: \_\_\_\_\_

Signed:

PRINT

*Signature*

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## **Collaborative Learning Agreement Development**

Part of your grade in PRLS 310 is based upon collaborative work. By effectively communicating and working with group members, your chance for success is greatly increased. Your collaborative learning agreement is the foundation upon which you will build working relationships with your team members. The purpose of the group agreement is to help you prevent conflict from arising by discussing each team member's expectations. Should problems arise, this group agreement will be called upon by your instructor.

### **When developing your group contract, discuss all of the following points:**

- Outline how you will work towards positive experiences and minimize negative issues.
  
- How often will you meet to plant your group assignments? Where will you meet?
  
- How will you divide the work?
  
- How will you deal with problems that arise in your group? (E.g. showing up late for meetings, not completing assigned tasks, not communicating effectively...). Group problems should be addressed immediately. Do not wait until the end of the semester.
  
- What is the process for determining when a problem reaches a point to involve your instructor?

Exchange contact information for all group members.



Your team chooses an PROGRAM DESIGN FORM TEMPLATE appropriate Logo! Here's an example:



## Enticing Individual Event Title:

**Program Classification:** Arts-Performing: music, dance, and drama; Visual, crafts; New arts-Technology-based such as computer graphics; Cognitive and literary activities; Self-improvement/education; Sports and games; Aquatics; Environmental activities-greening, outdoor recreation and risk recreation; Wellness/Fitness; Hobbies and social recreation; Volunteer services; Travel and tourism

**Purpose of the Activity** (Goal or outcome):

**Session Number** (i.e. Will this be activity #1 or 5 or 12?):

**Appropriate Amount of Time** (To run the activity-No more than 90 minutes):

**Specific Location** (Required for the activity to take place; specific room # or name):

**Number of Participants** (The activity is designed for):      **Minimum:**      **Maximum:**

**Equipment List** (Necessary to run the activity activity

**Supply List** (Necessary to run the

Specific quantity to run for the max participants):  
the max participants):

Specific quantity to run for

**Program Format** (Self-directed/noncompetitive; Clubs/Groups; Drop-In; Competition/leagues and tournaments; Special Events; Skill Development):

**First to Last Directions** (Needed for someone else to lead the activity-As specific as a blueprint or cook book). **To be worthy of a Program Design Form there must be an *instruction* component. Activities that run themselves can be a part of the program plan design, but should not be included on a Program Design Form.**

**Benefit/s** (From participating name and identify a cognitive benefit; name and identify a behavioral, or name and identify an affective benefit):

**Complete APA Reference** (Including reference for a certain video, journal, magazine test, etc.  
Remember when citing a website to include the retrieval date):