

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

PRLS 610 – Recreation Administration and Planning (3 credits)
Summer 2013

DAY/TIME:	Distance Learning	LOCATION:	Online
INSTRUCTOR:	Brenda Wiggins, Ph.D.	EMAIL ADDRESS:	bwiggins@gmu.edu
OFFICE LOCATION:	Bull Run Hall #228C	PHONE NUMBER:	703-993-2068
OFFICE HOURS:	By appointment	FAX NUMBER:	703-993-2025

PREREQUISITES

Graduate Status or permission of the instructor

COURSE DESCRIPTION

Examines recreational administration concepts regarding organizational structure and operations, personnel management, financing, policy development, and public relations procedures.

COURSE OBJECTIVES

Students will be able to:

1. Explain the relationship among participants, organizational management concepts, and recreational programs.
2. Identify the variety of businesses, agencies, and institutions providing recreational programs while interpreting their financing, policies development, and public relations' procedures.
3. Articulate the fundamental principles and practices required of professionals managing recreational programs.
4. Complete an in-depth investigation into and discussion of a current organization, operation, challenges, and possible future changes within the recreation industry.

COURSE OVERVIEW

This course examines the challenges and demands facing managers of recreational programs. Through readings students will acquire the skills to develop policy and effective personnel management, investigate public relations procedures, and secure financing. An in-depth investigation within the course will provide future managers with resources to function as professionals in the 21st century.

HONOR CODE

Students are held to the standards of the George Mason University Honor Code. You are expected to actively participate and fulfill all assignments. Assignments must be turned in on the specific date due or **no credit will be given**.

NATURE OF COURSE DELIVERY

Online

REQUIRED READINGS-Please order through their website:

Kelly, J.R., (2013). *Leisure Business Strategies*. Sagamore Publishing, Urbana, IL.

Here are instructions to purchase the books through Sagamore:

- 1). Log onto www.sagamorepub.com (website for Sagamore Publishing)
- 2). Register an account for yourself in the upper left corner
- 3). In the upper right corner is a search box to pull up the Leisure Business Strategies book
- 4). To purchase the Print Book (\$35.95 + approx. \$7 shipping & tax), type **7068** and hit the

magnifying glass

- 5). To purchase the E-book (\$26.00 + tax), type **7075** and hit the magnifying glass

NOTE: Please read Sagamore's "Ebook Policies" prior to purchase for important information on how to download; compatible devices; returns; etc.

On right, click on "Add to Cart"

- 6). To buy both Print & Ebook, click "Continue Shopping" and repeat previous steps
- 7). Click "Check Out"
- 8). Verify Cart and email address
- 9). Provide shipping/billing address
- 10). "Click to calculate shipping"; select a shipping method
- 11). Enter Credit Card information onto our secure site
- 12). Review Order
- 13). Submit

If there are any questions with this process, students are welcome to call Sagamore Publishing at 800-327-5557.

EVALUATION

This course will be graded on a point system, with a total of 100 possible points. (See the "Assignments" section below for descriptions.)

Requirements	Percentage Points
Participation in weekly readings and questions	40
NVRPA Individual Visitation	10
NVRPA Class Survey Creation	50
Total	100

Grading Scale

A = 94 – 100	B+ = 88 – 89	C+ = 78 – 79
A- = 90 – 93	B = 84 – 87	C = 74 – 77
	B- = 80 – 83	F = 70 – 0

TENTATIVE COURSE SCHEDULE:

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

DATE	TOPIC	READ	ASSIGNMENT DUE/BEGINS
M July 1 - 7	<i>Upload</i> picture and answer questions (per Announcements) by Friday July 5, <i>Read</i> Syllabus <i>Order</i> <u>Leisure Business Strategies: What They Don't Teach in Business School</u> this week, <i>Visit</i> Park by Sunday, July 14 In preparation for the Survey, <i>identify</i> an article on marketing/branding (per Announcements).	Begin text	*Due Friday July 5 by 8:00pm Picture and questions answered
M July	Leisure Is Different; Thinking About It;	Ch 1, 2,	Visitation Proof of

	8 - 14	Investment Strategies for Tough Times	& 3	NVRPA Due Sunday by 8:00pm
M	July 15 - 21	Target Markets; A Time and Place; Making Leisure Decisions	Ch 4, 5 & 6	
M	July 22 - 28	What Doesn't Change...Much; The Big Picture; The Little Picture	Ch 7, 8, & 9	
M	July 29 – Aug 2	Servicing the Experience; Beating the Odds; Looking Ahead	Ch 10, 11, & 12	
	TBD			Final NVRPA Class Survey

ASSIGNMENTS

Class Participation

Class Participation will be assessed by RELEVANT responses to the weekly reading assignments. Beginning the second week of class on Monday the instructor will post reaction questions or points from the Chapters read for the week. During the week, each student is expected to post a response (1) to the instructor's points by midweek as well as TWO (2) responses to other students' posts. Each students' three (1+2) responses will be due by 8:00pm Sunday nights from the previous Monday's questions or points.

Northern Virginia Regional Park Authority (NVRPA) Visitation and Survey

INDIVIDUAL VISIT: Choose one of the Northern Virginia Regional Park Authority (NVRPA) sites to visit by July 14. Go to www.nvrpa.org/park/main_site/content/NVRPA_Parks to view the "24 Regional Parks featuring golf courses, swimming pools, hiking trails" to choose from. To prove you were there please have someone take a picture of you onsite to send along with a scanned copy of the front page of the brochure from the NVRPA site by the due date. This visit will help in the survey section of the assignment. (If you work for NVRPA please do not use your work site for this visit, go to a different site. If you are completing this course while away from Northern VA please email me for an alternate site). Visitation Proof from NVRPA Due Sunday July 14th by 8:00pm.

CLASS SURVEY: The staff at the Main Headquarters of NVRPA has asked for our help in designing a survey instrument to be distributed by them later this summer. This is the beginning of a **branding** campaign by NVRPA. This will be a class project and therefore a group grade. Participation details will be provided later. Final NVRPA Class Survey TBD prior to end of Session C.

ADDITIONAL CITATION MATERIALS BY CATEGORY

Organization and Management Theory

Selznick, P. (1943). An approach to a theory of bureaucracy. *American Sociological Review*, 8(1), 47-54.

Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9(2), 131-146.

Hammond, T.H. (1990). The defense of Luther Gulick's "Notes on the Theory of Organization." *Public Administration*, 68(2), 143-173...**through Section II**

Mintzberg, H. (1980). Structure in 5's: A synthesis of the research on organization design. *Management Science*, 26(3), 322-341...**through p. 330 only.**

Quinn, R.E., & Rohrbach, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29(3), 363-377. **Section 3 (p. 369).**

Deming, W.E. (1985). Transformation of a Western style of management. *Interfaces*, 15(3), 6-11.

Porter, T., Pickering, J., & Brokaw, G. (1995). Building high-performance organizations for the twenty-first century: Lessons from the Charleston Naval Shipyard. (<http://www.highperformanceorg.com/publications>)

Albright, T., & Lam, M. (2006). Managerial accounting and continuous improvement initiatives: A retrospective and framework. *Journal of Managerial Issues*, 18(2), 157-174.

Strategic Planning

Berry, F.S. (2007). Strategic planning as a tool for managing organizational change. *International Journal of Public Administration*, 30(3), 331-346.

Poister, T.H., Streib, G. (2005). Elements of strategic planning and management in municipal government: Status after two decades. *Public Administration Review*, 65(1), 45-56.

Pennsylvania Outdoor Recreation Plan (2009). (<http://www.paoutdoorrecplan.com/downloads.htm>)

Seattle Parks and Recreation: Strategic Action Plan 2009 – 2013. (2008). (<http://www.cityofseattle.net/parks/Publications/StrategicActionPlan.pdf>)

Human Resources

Donaldson, D.K. (2006). *Hire smart: Guide for local government leaders*. Richmond, VA: Virginia Municipal League. (<http://www.vml.org/CLAY/SeriesPDF/06HireSmart.pdf>)

Voorhees, T., Poston, S., & Atkinson, V. (2007). A blueprint for building the leadership pipeline. *Public Management*. (http://icma.org/en/icma/knowledge_network/documents)

Calo, T.J. (2008). Talent management in the era of the aging workforce: The critical role of knowledge transfer. *Public Personnel Management*, 37(4), 403-416.

Maxwell, M. (2005). It's not just black and white: How diverse is your workforce? *Nursing Economics*, 23(3), 139-140.

Foldy, E.G. (2004). Learning from diversity: A theoretical exploration. *Public Administration Review*, 64(5), 529-538.

Mulvaney, M.A., McKinney, W.R., & Grodsky, R. (2008). The development of a pay-for-performance appraisal system for public park and recreation agencies: A case study. *Journal of Park and Recreation Administration*, 26(4), 126-156.

Hurd, A.R. (2005). Competency development for entry level public parks and recreation professionals. *Journal of Park and Recreation Administration*, 23(3), 45-62.

Bartlett, K.R., & McKinney, W.R. (2004). A study of the role of professional development, job attitudes, and turnover among public park and recreation employees. *Journal of Park and Recreation Administration*, 22(4), 62-80.

Budget and Finance

National Association of Counties. (2009). Glossary of Public Finance Terms. (<http://www.naco.org/research/pubs/Pages/default.aspx>)

Fairfax County Budget Guidance for FY2011 and FY2012. (<http://www.fairfaxcounty.gov/dmb/>)

Fairfax County's 10 Principles of Sound Financial Management. (<http://www.fairfaxcounty.gov/finance/transparency/>)

Maynard, S., Powell, G.M., & Kittredge, W. (2005). Programs that work: A strategic plan at the core of public recreation financial management: A case study of Gwinnett County, Georgia. *Journal of Park and Recreation Administration*, 23(1), 115-128.

Kaczynski, A.T., & Crompton, J.L. (2006). Financing priorities in local governments: Where do park and recreation services rank? *Journal of Park and Recreation Administration*, 24(1), 84-103.

National Association of Counties. (2010). Going lean to save green: The role of privatization in service delivery options. (<http://www.naco.org/research/pubs/Pages/default.aspx>)

Crompton, J.L. (2010). The commercial property endowment model for delivering park and recreation services. *Journal of Park and Recreation Administration*, 28(1), 103-111.

Irvin, R.A., Carr, P. (2005). The role of philanthropy in local government finance. *Public Budgeting and Financing*, 25(3), 33-47.

Mowen, A. J., Kyle, G. T., & Jackowski, M. (2007). Citizen preferences for the corporate sponsorship of public-sector park and recreation organizations. *Journal of Nonprofit and Public Sector Marketing*, 18(2), 93-117.

Mowen, A. J., Kyle, G. T., Borrie, W. T., & Graefe, A. R. (2006). Public response to park and recreation funding and cost saving strategies: The role of organizational trust and commitment. *Journal of Park and Recreation Administration*, 24(3), 72-95.

Glover, T.D. (1999). Propositions addressing the privatization of public leisure services: Implications for efficiency, effectiveness, and equity. *Journal of Park and Recreation Administration*, 17(2), 1-27.

Crompton, J.L. (2010). Eleven strategies for reducing negative responses to price increases for public park and recreation services. *Journal of Park and Recreation Administration*, 28(3), 114-146.

Performance Management

Behn, R.D. (2003). Why measure performance? Different purposes require different measures. *Public Administration Review*, 63(5), 586-606.

Crompton, J.L. (2010). Measuring the economic impact of park and recreation services. Ashburn, VA: National Recreation and Park Association.
(<http://www.nrpa.org/Content.aspx?id=4381>)

Kaplan, R.S., & Norton, D.P. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 70(1), 71-79.

Park and Facility Planning

Wilhelm Stanis, S.A., Schneider, I.E., Shinew, K.J, Chavez, D.J., & Vogel, M.C. (2009). Physical activity and the recreation opportunity spectrum: Differences in important site attributes and perceived constraints. *Journal of Park and Recreation Administration*, 27(4), 73-91.

Kaczynski, A.T., & Havitz, M.E. (2009). Examining the relationship between proximal park features and residents' physical activity in neighborhood parks. *Journal of Park and Recreation Administration*, 27(3), 42-58.

Evenson, K.R., Aytur, S.A., Rodriguez, D.A., & Salvesen, D. (2009). Involvement of park and recreation professionals in pedestrian plans. *Journal of Park and Recreation Administration*, 27(3), 132-142.

Cervero, R. (2007). Models for change: Lessons for creating active living communities. *Planning Magazine*.
(<http://www.activelivingresearch.org/alr/resourcesearch/resourcesforpolicymakers>)

Robert Wood Johnson Foundation. (2010). Economic benefits of open space, recreation facilities, and walkable community design research synthesis.
(<http://www.activelivingresearch.org/resourcesearch/summaries>)

Robert Wood Johnson Foundation. (2010). Parks, playground, and active living research synthesis. (<http://www.activelivingresearch.org/resourcesearch/summaries>)

Partnerships

National Association of Counties. (2009). County health and county park and recreation department partnerships to create active, healthy counties.
(<http://www.naco.org/research/pubs/Pages/default.aspx>)

Mowen, A.J., Payne, L.L., Orsega-Smith, E., & Godbey, G.C. (2009). Assessing the health partnership practices of park and recreation agencies: Findings and implications from a national survey. *Journal of Park and Recreation Administration*, 27(3), 116-131.

Makopondo, R.O. (2006). Creating racially/ethnically inclusive partnerships in natural resources management and outdoor recreation: The challenges, issues, and strategies. *Journal of Park and Recreation Administration*, 24(1), 7-31.

Mowen, A.J., Everett, P.B. (2000). Six questions to ask when screening corporate partners. *Journal of Park and Recreation Administration*, 18(4), 1-16.

Glover, T.D. (1999). Municipal park and recreation agencies unite! A single case analysis of an intermunicipal partnership. *Journal of Park and Recreation Administration*, 17(1), 73-90.

Policy Development

Rossell, C.H. (1993). Using multiple criteria to evaluate public policies: The case of school desegregation. *American Politics Quarterly*, 21(2), 155-184.

Hall, J.L., & Jennings, E.T. (2010). Assessing the use and weight of information and evidence in U.S. state policy decisions. *Policy and Society*, 29(2), 137-147. (This journal is not available as an e-journal. You can access the article through the ScienceDirect database.)

Cooper, C.A., & Nownes, A.J. (2003). Citizen groups in big city politics. *State and Local Government Review*, 35(2), 102-111.

Morandi, L. (2009). The role of state policy in promoting physical activity. *Preventive Medicine*, 49(4), 299-300.

Public Participation

Checkoway, B., Allison, T., Montoya, C. (2005). Youth participation in public policy at the municipal level. *Children and Youth Services Review*, 27(10), 1149-1162.

National Association of Counties. (2010). Citizens in action: Tools for gaining input. (<http://www.naco.org/research/pubs/Pages/default.aspx>)

National Recreation and Park Association. (2011). From interest to commitment: The citizen connection: A white paper summary of an open forum at the 2010 NRPA Congress. (http://nrpa.org/uploadedFiles/Explore_Parks_and_Recreation/Research/From%20Interest%20to%20Commitment-WhitePaper-Final.pdf)

Hunt, L.M., Robson, M., Lemelin, R.H., & McIntyre, N. (2010). Exploring the acceptability of spatial simulation models of outdoor recreation for use by participants in the public participation process. *Leisure Sciences*, 32(3), 222-239.

Rixon, D. (2010). Stakeholder engagement in public sector agencies: Ascending the rungs of the accountability ladder. *International Journal of Public Administration*, 33(7), 347-356.

Brody, S.D., Godschalk, D.R., & Burby, R.J. (2003). Mandating citizen participation in plan making: Six strategic planning choices. *Journal of the American Planning Association*, 69(3), 245-264.

Marketing

Kaczynski, A.T. (2008). A more tenable marketing for leisure services and studies. *Leisure Sciences*, 30(3), 253-272.

Kaczynski, A.T., & Crompton, J.L. (2004). Development of a multi-dimensional scale for implementing positioning in public park and recreation agencies. *Journal of Park and Recreation Administration*, 22(2), 1-27.

Borrie, W.T., Christensen, N., Watson, A.E., Miller, T.A., & McCollum, D.W. (2002). Public purpose recreation marketing: A focus on the relationships between the public and public lands. *Journal of Park and Recreation Administration*, 20(2), 49-68.

Johnson Tew, C.P.F., & Havitz, M.E. (2002). Improving our communication: A comparison of four promotion techniques. *Journal of Park and Recreation Administration*, 20(1), 76-96.

Bright, A.D. (2000). The role of social marketing in leisure and recreation management. *Journal of Leisure Research*, 32(1), 12-17.

Crompton, J.L. (2008). Evolution and implications of a paradigm shift in the marketing of leisure services in the USA. *Leisure Studies*, 27(2), 181-205.

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.

