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:

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.)

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Percentage Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in weekly readings and questions</td>
<td>40</td>
</tr>
<tr>
<td>NVRPA Individual Visitation</td>
<td>10</td>
</tr>
<tr>
<td>NVRPA Class Survey Creation</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>READ</th>
<th>ASSIGNMENT DUE/BEGINS</th>
</tr>
</thead>
<tbody>
<tr>
<td>M Jul 1 - 7</td>
<td>Upload picture and answer questions (per Announcements) by Friday July 5, Read Syllabus Order Leisure Business Strategies: What They Don't Teach in Business School this week, Visit Park by Sunday, July 14 In preparation for the Survey, identify an article on marketing/branding (per Announcements).</td>
<td>Begin text</td>
<td>*Due Friday July 5 by 8:00pm Picture and questions answered</td>
</tr>
<tr>
<td>M July</td>
<td>Leisure Is Different; Thinking About It;</td>
<td>Ch 1, 2,</td>
<td>Visitation Proof of</td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Chapters</td>
<td>Due Date</td>
</tr>
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<tr>
<td><strong>M</strong> July 15 - 21</td>
<td>Target Markets; A Time and Place; Making Leisure Decisions</td>
<td>Ch 4, 5 &amp; 6</td>
<td>NVRPA Due Sunday by 8:00pm</td>
</tr>
<tr>
<td><strong>M</strong> July 22 - 28</td>
<td>What Doesn't Change...Much; The Big Picture; The Little Picture</td>
<td>Ch 7, 8, &amp; 9</td>
<td></td>
</tr>
<tr>
<td><strong>M</strong> July 29 – Aug 2</td>
<td>Servicing the Experience; Beating the Odds; Looking Ahead</td>
<td>Ch 10, 11, &amp; 12</td>
<td></td>
</tr>
<tr>
<td><strong>TBD</strong></td>
<td>Final NVRPA Class Survey</td>
<td></td>
<td></td>
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</tbody>
</table>

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


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


**Strategic Planning**


**Human Resources**


**Budget and Finance**


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/)


**Performance Management**


**Park and Facility Planning**


**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)


**Policy Development**

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.)


**Public Participation**


**Marketing**


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.