GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism
PRLS 405– Planning, Design, and Maintenance of Leisure Facilities (3 credits)
Spring 2015

DAY/TIME:	Monday, 1:30 – 4:15 PM	**LOCATION:**	Bull Run Hall 257
INSTRUCTOR:	Jeffrey Marin	**E-MAIL:**	jmarin@gmu.edu
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OFFICE HOURS:	By Appointment	**FAX:**	(703) 993-2025

PREREQUISITES: PRLS 310 or permission of instructor, and 60 credits

COURSE DESCRIPTION: Covers quantity, location, and design standards for facilities. Includes safety, functionality, durability, and maintenance demand criteria in planning and design; programmatic and operational objectives to be met, including user comfort and convenience, crowd management, traffic flow, and space relationships. Includes field study of local facilities.

COURSE OBJECTIVES

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

1. Understand the full life cycle of a facility from concept to operations.
2. Describe the process for developing leisure facilities.
3. Discuss the role of market analysis and stakeholder involvement in facility planning and its importance in helping a facility realize its use and revenue potential.
4. Identify the factors of a site and facility design that have the greatest impact on the operation, revenue potential, and use of a variety of leisure and athletic facilities.
5. Understand key management, operating and financial considerations for a variety of facilities.
6. Function as a productive member of a leisure facility management team.

PROFESSIONAL ASSOCIATION STANDARDS:

Upon completion of this course, students will meet the following professional accreditation standards from the *Council on Accreditation of Parks, Recreation, Tourism and Related Professions* (COAPRT):

7.03 Students graduating from the program shall be able to demonstrate entry-level knowledge about operations and strategic management/administration in parks, recreation, tourism and/or related professions.

ASSIGNMENT SUMMARY

1. **Class Attendance/In-Class Engagement/Participation** – 75 points (15%). Students are expected to attend and engage in class. Repeat absences will result in substantial point deductions. Students should advise the instructor ahead of time if an absence or late arrival is anticipated. In-class exercises and discussion will be informal and are intended to engage students with the material being covered. They will occur regularly in class and will require students to work individually, in pairs, or in small groups to discuss, strategize, brainstorm, design, or analyze issues, situations, or opportunities related to the course material. Assigned readings will be discussed weekly and students are expected to participate in these discussions. General class participation is also part of this grade component.

2. Facilitation of Weekly Articles Discussions – 20 points (4%). Each week, two to four students will be responsible for helping the instructor with the facilitation of the discussion of that week's assigned articles. Students must carefully read the articles and be prepared to summarize key points and pose questions for the class to discuss. A template for this requirement will be provided.

3. Facility Analysis #1 (Overview) – 30 points (6%). Students will independently visit and conduct a comparison of two facilities that are of the same type (i.e., campus recreation center, community recreation/aquatics center, athletic field complex, park) and provide a written summary of their findings. This will occur early in the semester and will require the student to gather basic information and compare and contrast the two facilities. Since this assignment is early in the semester before much of the course material is covered, the information collected and compared will be fairly basic. A template for this written assignment will be provided.

4. Facility Analysis #2 (Design) – 50 points (10%). Students will visit a facility of their choice (i.e., campus recreation center other than a George Mason facility, community recreation/aquatics center, athletic field complex, park) and describe the major design features that they observe. This assignment will be due towards the middle of the semester and will require students to apply information learned from readings and class lectures, discussions, and exercises. The written analysis will require a description of multiple design features, and students will highlight the pluses and minuses from either the user or the facility management perspective. A template for the written assignment will be provided.

5. Facility Analysis #3 (Management) – 65 points (13%). Students will visit a facility of their choice (i.e., campus recreation center other than a George Mason facility, community recreation/aquatics center, athletic field complex, park) and describe management elements they observe. This assignment will be due towards the end of the semester and will require students to apply information learned from readings and class lectures, discussions, and exercises to highlight multiple management practices, challenges, or issues. This will require the student to interview a facility manager to supplement information they gather through observation and research. A template for the written assignment will be provided.

6. In-Class Test – 80 Points (16%). There will be an in-class test about halfway through the semester. This test will include a combination of true/false, multiple-choice, fill in the blank, and short essay questions. The exam will cover materials from lectures, class discussions, PowerPoint presentations, and reading for that segment of the semester.

7. Group Project – 100 Points (20%). In groups of 3-4, students will develop a fictitious recreational facility created within specific parameters that will be provided. Students will address various facility planning, design and operating issues. Groups will form early in the semester and will work together in class as various facility topics are introduced and discussed. In the class work and the final presentation, students will demonstrate an understanding of the issues, various conditions, and recommended solutions that will ensure that the new facility functions operationally and programmatically as planned both from a management and user perspective. The format for the final presentation will be a 20-30 minute class presentation (including a PowerPoint presentation) followed by a facilitated Q&A discussion. A template for this project will be provided.

8. Take Home Exam– 80 Points (16%). This exam will be assigned just prior to the last class and will be due during the exam period (exact date to be determined). The format will be short essays and will cover materials from lectures, site visits, class discussions, and readings from the entire semester. Students will have a choice of questions to complete.

REQUIRED TEXTBOOK

Mull, Richard F., Beggs, Brent A., and Renneisen, Mick, 2009. "RECREATION FACILITY MANAGEMENT – Design, Development, Operations and Utilization," Champaign, IL: Human Kinetics.

Specific readings from the textbook will be assigned throughout the semester.

OTHER REQUIRED READINGS

Various articles from newsletters, journals and other sources will be assigned in advance to be discussed in class. These articles will be posted on Blackboard.

"Athletic Business E-news Daily" – Students will subscribe to this free newsletter and should read it at least weekly. To subscribe, follow this link: http://athleticbusiness.com/enews/

NATURE OF DELIVERY: Face-to-Face

EVALUATION:

Assignment	**Points**	**%**
Class Attendance/In class Engagement/Participation	75	15%
Assigned Reading Facilitation	20	4%
Facility Analysis #1 Compare/Contrast	30	6%
Facility Analysis #2 - Design	50	10%
Facility Analysis #3 - Management	65	13%
In Class Test (midterm)	80	16%
Group Project	100	20%
End of Semester Take Home Exam	80	16%
Total	**500**	**100%**

Make-up examinations will be conducted ONLY if prior permission is granted by the instructor.

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	

TENTATIVE COURSE SCHEDULE

Week 1	January 27	Course Overview and Requirements	**Assign Facility Analysis #1; Class Facilitation Sign-up**
Week 2	February 2	Facility Fundamentals; Master Planning; Needs Assessment Exercise	**Form Groups for Project**
Week 3	February 9	Needs Assessments, Data Gathering Methods, Feasibility Studies	**Assign Facility Analysis #2**
Week 4	February 16	No class – out of class assignment	**Facility Analysis #1 Assignment Due February 19**
Week 5	February 23	Design	
Week 6	March 2	Design Exercise, Construction and Construction Management	
Week 7	March 9	**Spring Break**	
Week 8	March 16	Bidding Projects, Construction Financing, (Capital Budgets)	**Facility Analysis #2 Assignment Due;**
Week 9	March 23	Public Private Partnerships, Budget Planning and Cost Recovery, Business Plans	**Review Group Project Review for Test**
Week 10	March 30	**In Class Test**	**Assign Facility Analysis #3**
Week 11	April 6	Facility Management Topics - Risk Management, Safety, Management Control, Access Control and Circulation, Signage, Maintenance	**Review Test**
Week 12	April 13	Facility Management Topics - Ancillary Areas, Core Product Extensions, Front Desk Operations, Sales and Membership, Marketing and Social Media, Scheduling and Coordinating, Managing Employees	
Week 13	April 20	Facility Management Roundtable (Current Issues and Trends)	
Week 14	April 27	Athletic Fields and Outdoor Facilities; Group Project Presentations	**Facility Analysis #3 Assignment Due**
Week 15	May 4	Group Project Presentations	**Assign Take Home Exam**

Schedule is subject to change

STUDENT EXPECTATIONS

- Students must adhere to the guidelines of the George Mason University Honor Code [See http://oai.gmu.edu/the-mason-honor-code-2/].
- 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 [Seehttp://universitypolicy.gmu.edu/policies/responsible-use-of-computing/].
- 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.

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].

PROFESSIONAL BEHAVIOR

Students are expected to exhibit professional behaviors and dispositions at all times.

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.