GEORGE MASON UNIVERSITY
College of Education and Human Development
School of Recreation, Health, and Tourism

PRLS - 405 – Planning and Operation of Recreation Facilities
3 Credits – Summer 2018

Faculty
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Office Location: Distance Learning
Office Phone: 321-200-6621
Email Address: djones31@gmu.edu

Prerequisites/Corequisites:
60 credit hours

University Catalog 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, and traffic flow, and space relationships. Includes field study of local facilities.

Course Overview
This course examines the challenges and demands facing Managers of Recreation Facilities. Through readings and site visits, students will begin to acquire the skills to design, plan, and maintain a leisure facility. A key component of this course is the requirement for each student to design their own “Dream Facility”.

Unless otherwise noted, all written papers will be submitted electronically via email. Assignments will be due at the beginning of class on the specified date due. All written papers are to be submitted using WORD (with a .doc or .docx file extension) - .pdf or other formats are not permitted in this course. Papers received AFTER 10:30 a.m. will be considered late and receive a 20% deduction in points per 24-hour period. If you are confronted with extreme emergencies or are participating in a pre-approved university-sponsored function, exceptions may be made; however, this is only applicable if pre-approved with me (your instructor). In addition, I strongly encourage you to make a back-up copy of any work submitted since computers have been known to crash at the most inopportune times.

Course Delivery Method
This course will be delivered online (76% or more) using an asynchronous format via the Blackboard Learning Management system (LMS) housed in the MyMason portal. You will log in to the Blackboard (Bb) course site using your Mason email name (everything before @masonlive.gmu.edu) and email password. The course site will be available at all times from Monday, May 21st, 2018 through, Saturday, June 23rd, 2018.

Under no circumstances, may candidates/students participate in online class sessions (either by phone or
Internet) while operating motor vehicles. Further, as expected in a face-to-face class meeting, such online participation requires undivided attention to course content and communication.

Technical Requirements

To participate in this course, students will need to satisfy the following technical requirements:

- High-speed Internet access with standard up-to-date browsers. To get a list of Blackboard’s supported browsers see: [https://help.blackboard.com/Learn/Student/Getting_STARTED/Browser_Support#supported-browsers](https://help.blackboard.com/Learn/Student/Getting_STARTED/Browser_Support#supported-browsers)

To get a list of supported operation systems on different devices see: [https://help.blackboard.com/Learn/Student/Getting_STARTED/Browser_Support#tested-devices-and-operating-systems](https://help.blackboard.com/Learn/Student/Getting_STARTED/Browser_Support#tested-devices-and-operating-systems)

- Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.
- Students will need a headset microphone for use with the Blackboard Collaborate web conferencing tool. [Delete this sentence if not applicable.]
- Students may be asked to create logins and passwords on supplemental websites and/or to download trial software to their computer or tablet as part of course requirements.
- The following software plug-ins for PCs and Macs, respectively, are available for free download: [Add or delete options, as desire.]

Expectations

- **Course Week:** Because asynchronous courses do not have a “fixed” meeting day, our week will start on Mondays, and finish on Fridays. All assignments will be due by 5:00pm on Fridays.
- **Log-in Frequency:** Students must actively check the course Blackboard site and their GMU email for communications from the instructor, at a minimum this should be 3 times per week.
- **Participation:** Students are expected to actively engage in all course activities throughout the semester, which include viewing of all course materials, completing course activities and assignments, and participating in course discussions and group interactions.
- **Technical Competence:** Students are expected to demonstrate competence in the use of all course technology. Students are expected to seek assistance if they are struggling with technical components of the course.
- **Technical Issues:** Students should expect that they could experience some technical difficulties at some point in the semester and should, therefore, budget their time accordingly. Late work will not be accepted based on individual technical issues.
- **Workload:** Expect to log in to this course at least 3 times a week to read announcements, participate in the discussions, and work on course materials. Remember, this course is not self-paced. There are specific deadlines and due dates listed in the CLASS SCHEDULE section of this syllabus to which you are expected to adhere. It is the student’s responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.
- **Instructor Support:** Students may schedule an appointment to discuss course requirements, content or other course-related issues. These discussion(s) will take place via telephone or web conference. Students should e-mail the
instructor to suggest preferred times/dates.

- **Netiquette**: The course environment is a collaborative space. Experience shows that even an innocent remark typed in the online environment can be misconstrued. Students must always re-read their responses carefully before posting them, so as others do not consider them as personal offenses. *Be positive in your approach with others and diplomatic in selecting your words.* Remember that you are not competing with classmates but sharing information and learning from others. All faculty are similarly expected to be respectful in all communications.

- **Accommodations**: Online learners who require effective accommodations to insure accessibility must be registered with George Mason University Disability Services.

**Learner Outcomes or Objectives**

This course is designed to enable students to do the following:

1. Describe the process for developing parks and recreation facilities for a community.
2. Discuss the role of market analysis in facility planning and its importance in helping a facility realize its use and revenue potential.
3. Identify the factors of site and facility design that have the greatest impact on the operation, revenue potential and use of a variety of recreation and athletic facilities.
4. Function as a productive member of a facility management team.

**Professional Standards**

Upon completion of this course, students will have met the following professional accreditation standards:

2013 Council on Accreditation of Parks, Recreation, and Tourism Related Professions (COAPRT) standards met.

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.

**Required Readings:**

There is no required textbook for this course. However, there are a number of journal articles and articles from the Harvard Business Review that you will be required to read. You will need to purchase articles from the Harvard Business Review. Please see the instructions that follow:

**Harvard Business Review Course Pack – to include the following – NOTE: click on “Home Page” in Blackboard and scroll down to “Harvard Business Review Course Pack” for instructions on how to get these materials – link needed to login is: http://cb.hbsp.harvard.edu/cbmp/access/79394848**

5. Case Study #1: Gino, Francesco & Staats, Bradely. Mary Caroline Tilman at Egon Zehnder: Spotting Talent in the 21st

7. Case Study #3: Wilcox, Ronald. Portland Trail Blazers

Additional Readings:


**Articles**:


**Course Performance Evaluation**

Students are expected to submit all assignments on time in the manner outlined by the instructor (e.g., Blackboard, Tk20, hard copy). Students are responsible for all information presented in the course, including that delivered via Blackboard, power-points, audio-visuals, journal articles, and Harvard Business Review articles. Students are expected to actively participate in class discussions via Blackboard and complete all assignments.
• Assignments and Examinations

NOTE: Papers received AFTER their due date will be considered late and will receive a 20% reduction in points per 24-hour period after noon (Saturdays & Sundays are included).

"Facility Analysis #1 - Facility Comparison 25 points (15% of final grade)

A one and one-half (1 ½) to two (2) page written summary of findings Assignment is due by Friday, June 15th by 5:00 PM. Assignment is to be submitted electronically on Blackboard

The Assignment
Independently visit and conduct a comparison of two facilities of the same type (i.e., campus recreation center, community recreation/aquatics center, private gym, athletic field complex, park, etc.).

The facilities do not need to be on the same campus or in the same jurisdiction, but they need to be of the same type. They can be public or private clubs, facilities or any Recreation Department park, playground, facility, or “pocket park” provided they are the same type.

Rubric:

1. Description of Facilities (10 points each)
   • Name and location of each facility (include name of university or park system, if applicable)
   • Amenities/Services/Experiences offered at each (Be as specific as you can)
   • Describe three positive attributes of each (Be as detailed as you can)
   • Describe three perceived challenges for each (Be as detailed as you can)

2. Which facility did you like better and why? - two to three paragraph narrative (5 points)

3. Deduction if facilities are too disparate (-2)

4. Deduction for missing the submission deadline (-3 to -25)

Individual Project (35% of final grade) – due by Friday, June 22nd

This project will consist of each student being given a Project Description Overview to include a mock feasibility study and market analysis for the purpose of planning and designing a leisure facility along with scaled cut-outs of leisure/fitness-related items (pool, weight room, cardio-room, childcare center, etc.). Based on the Project Description Overview, feasibility study, and market analysis, each student will then decide what their “dream” facility should look like, each student will submit their Dream Facility paper and their supporting rationale as to why they chose a particular design and why they selected specific components. A detailed Rubric with specific dates for submission of each part of the paper and Template for the paper is provided separately.

Rubric (1-30 points for each category below for a total of 100 points) – this will be a digital/other - presentation submitted on or before Friday, June 22nd. You must also submit a ten (10) page written paper (template provided) with the following information:

a) An introduction to inform the reader why a specific type of facility was chosen and what some of the key issues where in making that selection.

b) The development and submission of a Hedgehog Concept that is clear and concise and pertains to the type of facility chosen.

c) A description of how the facility will meet ADA Standards. What are the specific steps being taken to make certain the facility meets those standards.

d) The Rationale and Strength of Argument for the Design must be made clear to the reader. This will also require that the author makes specific references to at least ten (10) journal articles – five (5) of which must be peer-reviewed journal articles.
e) You are urged and encouraged to be as creative as possible provided the facility design and concept(s) are feasible, practical, and viable (and is accompanied with an itemized budget that reflects the viability of the facility). A power point of each project must be submitted with the paper.

f) You must submit an itemized budget of your expenses to include the dollar amount for each area you put in your facility and justify why you are choosing each. You will be provided with costs for items typically seen and used in recreation facilities. You will also need to provide a rationale for specific amenities in your “Dream Facility”

g) General References and Refereed Journal Articles – must include ten (10) references with at least five (5) of these coming from refereed journal articles.

Assessment Rubric(s):

Rubric for “Design Your Dream Facility” Project/Paper Review and Revise the due dates within the Rubric

<table>
<thead>
<tr>
<th>Item</th>
<th>Needs Extensive Work</th>
<th>Satisfactory and Could be Improved</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Type of Facility Chosen and Why</strong></td>
<td>0-19 points The author did not provide or provided very</td>
<td>20-27 points The author provided some general and/or cited evidence to inform the reader about the key issues involved in selecting the type of facility but needs to expand on the key issues presented.</td>
<td>28-30 points The author provided significant general and/or cited evidence to inform the reader about the key issues involved in selecting the type of facility.</td>
</tr>
<tr>
<td>(30 points) <em>Due by Friday, June 1</em>th.</td>
<td>limited general and/or cited evidence to inform the reader as to why the specific type of facility was chosen.</td>
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<td></td>
</tr>
<tr>
<td><strong>Hedgehog Concept</strong></td>
<td>0-3 points The author did not provide or provided very limited knowledge of the Hedgehog Concept.</td>
<td>4 – 7 points The author provided some knowledge of the Hedgehog Concept and presented a limited version.</td>
<td>8-10 points The author provided a clear and concise Hedgehog Concept.</td>
</tr>
<tr>
<td>(10 points) <em>Due by Friday, June 1</em>th.</td>
<td></td>
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<tr>
<td><strong>ADA Compliance</strong></td>
<td>0-3 points There was very little, if any, information regarding how the facility would be in compliance with the ADA requirements.</td>
<td>4-7 points There was limited information regarding how the facility would be in compliance with ADA requirements.</td>
<td>8-10 points The paper included a detailed report regarding how the facility would be in compliance with ADA requirements.</td>
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<tr>
<td>(10 points) <em>Due by Friday, June 8</em>th.</td>
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<td><strong>Rationale and Strength of Argument for Your Design</strong></td>
<td>0-9 points General, but not specific, references made to journal articles and none to peer-reviewed journal articles.</td>
<td>10 - 19 points Specific references were made to journal articles and some peer-reviewed journal articles but could be improved.</td>
<td>20 - 30 points Specific references were made to at least five journal articles and five peer-reviewed journal articles.</td>
</tr>
<tr>
<td>(30 points) <em>Due by Friday, June 15</em>th.</td>
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</table>
Creativity (10 points)
*Due with the final paper/project submission on Friday, June 22nd.*

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
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<tbody>
<tr>
<td>0-3</td>
<td>The Design presented is very basic.</td>
</tr>
<tr>
<td>4-7</td>
<td>The Design presented is adequate but could be improved.</td>
</tr>
<tr>
<td>8-10</td>
<td>The Design presented is creative and meets the standards for a well thought out project concept.</td>
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References and Budget (10 Points)
*Due with the final paper/project submission on Friday, June 22nd.*

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>0-3</td>
<td>Author cited 4 or fewer articles that support the design and has no budget.</td>
</tr>
<tr>
<td>4 – 7</td>
<td>Author accurately cited at least 5 articles but less than the 10 required that support the design and is either over budget or the budget is not completed.</td>
</tr>
<tr>
<td>8-10</td>
<td>Author accurately cited 10 or more articles that support the design with five (5) coming from peer-reviewed journal articles and is within budget.</td>
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This course will be graded on a point system, with a total of 100 possible points.

- **Other Requirements**

  **Class Participation (Blackboard)** - Students must participate in the online discussions generated by the readings. Contribution will be evaluated based on number and quality of questions asked or answered and opinion provided when asked.

  *NOTE: Unless otherwise noted, questions posted for Discussion Board are to be answered by midnight on the Monday following the weekly assignment (posted by Friday of each week) and a response to one other student's post by midnight on the Wednesday of that same week.*

- **Course Performance Evaluation Weighting**

  #1 Class Participation (Blackboard) - Students must participate in the online discussions generated by the readings. Contribution will be evaluated based on number and quality of questions asked or answered and opinion provided when asked.  
  **15 pts.**

  #2 Facility Comparison Assignment – *due by Friday, June 15th* at 5:00 PM - please see Rubric above 
  **15 pts.**

  #3 Design Your Dream Facility Project – **Final** completed project *Due by Friday, June 22nd at 5:00 PM* - please see Rubric above and attached. See Rubric for specific individual deadlines. 
  **35 pts.**

  #4 **Final Exam – Friday, June 22nd (exam will go live at 8:00 AM)** – will include all material covered during the semester from the textbook, assigned journal articles, video presentations/webinars, and all power point presentations. 
  **35 pts.**

**TOTAL** 
**100 pts**

- **Grading**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>94 – 100</td>
</tr>
<tr>
<td>A-</td>
<td>90 – 93</td>
</tr>
<tr>
<td>B+</td>
<td>88 – 89</td>
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<tr>
<td>B</td>
<td>84 – 87</td>
</tr>
<tr>
<td>C+</td>
<td>78 – 79</td>
</tr>
<tr>
<td>C</td>
<td>74 – 77</td>
</tr>
<tr>
<td>D</td>
<td>60 – 69</td>
</tr>
<tr>
<td>B-</td>
<td>80 – 83</td>
</tr>
<tr>
<td>F</td>
<td>0 – 59</td>
</tr>
<tr>
<td>C-</td>
<td>70 – 73</td>
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Professional Dispositions

See https://cehd.gmu.edu/students/policies-procedures/  
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 collaborations, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles: http://cehd.gmu.edu/values/.

GMU Policies and Resources for Students

Policies

- Students must adhere to the guidelines of the Mason Honor Code (see https://catalog.gmu.edu/policies/honor-code-system/).

- Students must follow the university policy for Responsible Use of Computing (see http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/).

- Students are responsible for the content of university communications sent to their Mason 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 with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see http://ods.gmu.edu/).

- 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

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or https://cehd.gmu.edu/api/tk20. Questions or concerns regarding use of Blackboard should be directed to http://coursessupport.gmu.edu/.
- For information on student support resources on campus, see https://ctfe.gmu.edu/teaching/student-support-resources-on-campus

For additional information on the College of Education and Human Development, please visit our website https://cehd.gmu.edu/students/.
## Tentative Class Schedule:

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

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>READINGS/ASSIGNMENT DUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Course Introduction and Introduction to Semester Project: “Designing Your Dream Facility” <strong>The Hedgehog Concept</strong> – Business and Personal</td>
<td>You will receive multiple handouts to be read/reviewed throughout the semester for your “Designing Your Dream Facility” project during the first week of class.</td>
</tr>
<tr>
<td>Week 1</td>
<td>Tour and Initial Assessment of the Freedom Center</td>
<td>&quot;Worldwide Survey of Fitness Trends 2018 – ACSM's Health &amp; Fitness Journal&quot; and other assigned Journal Articles</td>
</tr>
<tr>
<td>Week 1</td>
<td>The Evolving Role of Parks and Recreation Departments in Providing Fitness and Health for Citizens</td>
<td>&quot;It Takes a Village’ to Promote Physical Activity : The Potential for Public Park and Recreation Departments « and other assigned articles. <strong>Yellow Rubric Items due by Friday, June 1st – 5 PM</strong></td>
</tr>
</tbody>
</table>
“ Blue Ocean Strategy – Creating Blue Oceans ” - HBR **Green Rubric Items due by Friday, June 1st at 5 PM** |
| Week 2     | Building and Maintenance Needs – Tour of Freedom Center -Common – and uncommon – mistakes made in facility design | Self-guided tour and critique by students  
«Mistakes…Nothing But Misteakes » - RDG Planning & Design |
| Week 2     | Introduction to Finances – PPT by Michael Wharton, Finance Manager for Freedom Center | “ A Community-Based Model for Assessing the Economic Impact of Sport and Recreation Services ” 
Journal of Park and Recreation Administration, Vol. 19, No. 2  
<p>| Week 3     | Marketing for Recreation Facilities                                  | « When Marketing is Strategy »                                                                                                                            |
| Week 3     | Market Analysis and Program Review – Case Study                       | Assigned Case Study(ies) – “ A Practical Guide to Conjoint Analysis ” and “ Portland Trail Blazers ”                                                      |
| Week 3     | Marketing continued - Conjoint Analysis                              | Kaltura Screen Capture – Conjoint Analysis and PPT <strong>Blue Rubric Items due by Friday, June 8th – 5 PM</strong>                                              |</p>
<table>
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<tr>
<th>DATE</th>
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<th>READINGS/ASSIGNMENT DUE</th>
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</table>
| Week 4   | Safety, Risk Management, and Emergency Preparedness for Health and Fitness Facilities | “When Fans Rush the Court”  
“ Injury Litigations - ACSM Health & Fitness Journal ”  
Facility Comparison paper due – Friday, June 15th – 5 PM |
| June 11  |                                                                                                                                       |
| Week 4   | Introduction to Human Resources                                                                                                       | “ A Study of the Role of Professional Development, Job Attitudes, and Turnover among Public Park and Recreation Employees ” - pdf  
“First, Break all the Rules” – PPT  
Case Study : “ Mary Caroline Tilman at Egon Zehnder – Spotting Talent in the 21st Century ” |
| Week 5   | Human Resource Issues – Part II                                                                                                       | “ 21st Century Talent Spotting ” - HBR, June 2014  
“The New Positions of Basketball” PPT  
Brown Rubric Items due Friday, June 15th |
| June 18th| ADA Requirements for Recreation and Fitness Center                                                                                      | “ Creating ADA Accessible Strength and Conditioning Facilities - The Impact of the New Standards ”  
“ Recreation Accessibility ”  
“ AIMFREE ” |
| Week 5   | Events Planning for Health and Fitness Facilities                                                                                       | “Event Planning – Beyond the Basics” – NRPA Presentation – PPT |
| June 20th|                                                                                                                                       |
| June 22nd| Final Exam                                                                                                                             | Pink and Orange Rubric Items due by Friday, June 22nd at 5 PM with complete final paper/project items |

Guidelines:

- **All work in this course should be written in the third person** using complete sentences.
- **Use subheadings** appropriate to the assignment (e.g., Introduction, Background for the Study, Strategic Kick-off, References, etc…) to serve as a guide for “piecing together” your final proposal and to help you be sure you have responded to all requirements of the assignment.
- **At least five (5) of your references must be research articles appearing in refereed journals.** Additional references providing support for significance and definitions **may** come from other literature sources.
- **Appropriately cite all sources following the current APA guidelines.**
- Create an **APA-style cover page** with running headers throughout the document.
- Create an **APA-style references/works cited page.**
Grading:

- Overall, grading will be based on completeness of responses, clarity and accuracy of written presentation. See rubric for details.

- Proposal drafts should be developed through the integration of material from your courses, readings and practical experiences, and should demonstrate independent thought and attention to detail (e.g., grammar and spelling).